# \*\* GENERAL ADMINISTRATION \*\* Functional Area Summary by Agency

	2004	2005	2005	2006	Change from	
	2004 Actual*	Adopted Budget *	Estimate	Budget	Adopted Bu \$	iagei %
	Actual	Daaget	Littlate	Dauget	Ψ	70
	* TOT	AL GENERAL	ADMINISTRAT	ION *		
Expenditure	\$13,231,276	\$14,364,848	\$13,957,099	\$14,660,077	\$295,229	2.1%
Revenues (a)	\$11,136,503	\$12,435,487	\$12,406,151	\$13,017,808	\$582,321	4.7%
Tax Levy (b), (c)	\$2,049,010	\$1,859,723	\$1,859,723	\$1,547,269	(\$312,454)	-16.8%
Exp. (Over) Under Rev. & Levy	(\$20,799)	-	\$268,440	-	-	N/A
Oper Income/(Loss) (c)	\$50,036	\$25,362	\$135,335	-	(\$25,362)	-100.0%
		BREAKDOWN	I BY AGENCY			
COUNTY EXECUTIVE						
Expenditure	\$472,307	\$518,354	\$503,991	\$530,212	\$11,858	2.3%
Revenues	\$9,864	\$10,500	\$15,445	\$10,500	\$0	0.0%
Tax Levy	\$496,114	\$507,854	\$507,854	\$519,712	\$11,858	2.3%
Exp. (Over) Under Rev. & Levy	\$33,671	-	\$19,308		-	N/A
COUNTY BOARD						
Expenditure	\$1,212,439	\$1,332,291	\$1,292,172	\$1,363,357	\$31,066	2.3%
Revenues	\$2,500	\$0	\$0	\$0	\$0	N/A
Tax Levy	\$1,301,482	\$1,332,291	\$1,332,291	\$1,363,357	\$31,066	2.3%
Exp. (Over) Under Rev. & Levy	\$91,543	-	\$40,119	-	-	N/A
COUNTY CLERK						
Expenditure	\$519,077	\$456,366	\$426,387	\$589,746	\$133,380	29.2%
Revenues (a)	\$234,575	\$156,620	\$165,996	\$254,000	\$97,380	62.2%
Tax Levy	\$365,146	\$299,746	\$299,746	\$335,746	\$36,000	12.0%
Exp. (Over) Under Rev. & Levy	\$80,644	<u> </u>	\$39,355		<del>-</del>	N/A
COUNTY TREASURER						
Expenditure	\$568,630	\$687,941	\$662,502	\$719,573	\$31,632	4.6%
Revenues	\$6,236,942	\$7,336,099	\$7,281,700	\$7,702,213	\$366,114	5.0%
Tax Levy (c)	(\$6,438,158)	(\$6,648,158)	(\$6,648,158)	(\$6,982,640)	(\$334,482)	5.0%
Exp. (Over) Under Rev. & Levy	(\$769,846)	-	(\$28,960)	-	-	N/A
DEPARTMENT OF ADMINISTRA	ATION					
Expenditure (b)	\$9,337,246	\$10,084,300	\$9,827,740	\$10,121,044	\$36,744	0.4%
Revenues (a)	\$4,303,287	\$4,541,244	\$4,550,586	\$4,635,195	\$93,951	2.1%
Tax Levy (b)	\$5,439,854	\$5,473,418	\$5,473,418	\$5,390,849	(\$82,569)	-1.5%
Exp. (Over) Under Rev. & Levy	\$430,859	-	\$155,929	-	-	N/A
Oper Income/(Loss) (c)	\$50,036	\$25,362	\$135,335	-	(\$25,362)	-100.0%
CORPORATION COUNSEL						
Expenditure	\$1,121,577	\$1,285,596	\$1,244,307	\$1,336,145	\$50,549	3.9%
Revenues	\$349,335	\$391,024	\$392,424	\$415,900	\$24,876	6.4%
Tax Levy	\$884,572	\$894,572	\$894,572	\$920,245	\$25,673	2.9%
Exp. (Over) Under Rev. & Levy	\$112,330	-	\$42,689	-	-	N/A

<sup>\*</sup> The 2005 Adopted Budget is restated to exclude Records Management Fund which is merged with the End User Operations and Technology Fund in 2006.

<sup>(</sup>a) The 2005 budget includes a total of \$540,723 of fund balance appropriations which includes: Risk Management: \$401,448, and Collections: \$139,275. The 2006 budget includes a total of \$579,847 of fund balance appropriations which includes: County Clerk: \$35,000, Corporation Counsel: \$15,000, Risk Management: \$484,397, Collections: \$37,050 and Communications \$8,400.

<sup>(</sup>b) To conform with financial accounting standards, proprietary fund expenditures exclude fixed asset expenditures, debt service-principal payments and proprietary fund retained earnings, therefore, expenditures less revenues do not equal tax levy.

 $<sup>\</sup>begin{tabular}{ll} (c) & Revenues in excess of expenditures reduce tax levy funding for other general governmental operations. \end{tabular}$ 

<sup>(</sup>d) Operating income amounts generated from enterprise fund operations are retained in fund balance and do not result in a reduction of tax levy funding for other operations.

# GENERAL ADMINISTRATION

## **Functional Area Budget Highlights**

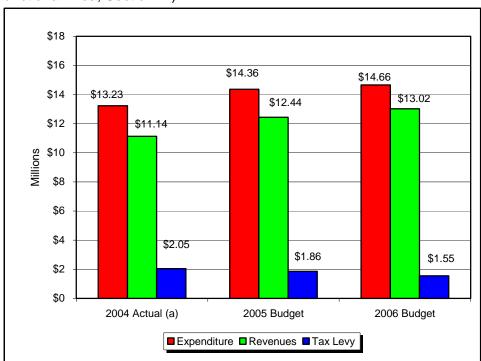
The agencies within the General Administration Functional Area can be divided into two areas:

1) those with responsibilities vested in an elected official; and 2) those that provide the central administrative support operation of the County.

The agencies headed by an elected official include County Executive; County Board; County Clerk; and County Treasurer.

The agencies that provide central administrative support include: **Department of Administration** (**DOA**), which provides internal operations of financial services, human resource services, purchasing and information systems, and includes the following proprietary fund operations: **Risk Management**, **Collections**, and **Communications**. The office of **Corporation Counsel** serves as legal advisor and counsel to all County elected officials, County agencies, boards, commissions and committees.

General Administration related operations / projects included in other functional areas are Countywide technology related capital projects (see Capital Projects, Section VII) and purchases of major equipment replacements (see End User Operations and Technology Fund in Non-Departmental Functional Area, Section VI).



(a) See Functional Area Summary by Agency for information on individual department use of tax levy.

The 2006 expenditure budget for this functional area totals \$14,660,100, after adjustments to exclude proprietary fund capitalized fixed asset items, an increase of \$295,200 or 2.1% from the 2005 adopted budget. Budgeted revenues, including \$579,800 of fund balance appropriations, total \$13,017,800, an increase of \$582,300 or 4.68% from the previous year's budget. The tax-levy necessary to fund this functional area totals \$1,547,300, a decrease of \$312,500 or 16.8% less than the 2005 budget.

#### Significant program and funding changes from the 2005 budget include:

- **County Clerk** expenditures are increasing \$133,400 mostly for election related costs, including the cost of ballots and publishing required legal election notices. The increase corresponds to having four elections planned for 2006 as compared to two in 2005.
- The **Treasurer** office will work with Information Technology division to integrate GIS map access to County owned properties for sale list on the Treasurer's website. Penalties and interest collected from delinquent taxes are budgeted to increase \$150,000 to \$1,988,000 in 2006. Also, investment income is expected to increase \$100,000 to \$5,350,000 in 2006 mostly due to a reallocation of the Materials Recycling Facility interest (\$250,000 actual in 2004) allocation to the Treasurer budget. Also, the Treasurer budget estimates that Agricultural Conversion Penalties will increase \$75,000 from the 2005 budget to more closely reflect actual program activity.
- DOA-General Fund Information Technology division is restructuring operations and personnel, based on the division's business plan direction for providing services, through position reclassifying and reassignments to better service the county information system needs. Additionally, the End User Operations and Technology Fund is restructuring positions, including the transfer of two computer service positions from the Human Services and Public Works budgets and one position from the Administration Information Systems division to more effectively and efficiently deliver services.
- DOA-Records Management fund and Non-Departmental End User Operations and Technology fund, both internal service funds, will be merged into one fund in the Non Departmental functional area.
- **DOA-Communication** will implement a Telecommunications Solution and Infrastructure Analysis and Upgrade.
- **DOA-Collections** division will repay general fund tax levy \$95,000. Since 2000, the Collection fund has paid \$440,000 back to the general fund to repay startup funding and indirect charges not assessed in prior years.

#### **BUDGETED POSITIONS 2004-2006 SUMMARY BY AGENCY AND FUND**

#### **GENERAL ADMINISTRATION**

Agency	Fund	2004 Year End	2005 Adopted Budget	2005 Modified Budget	2006 Budget	05-06 Change
COUNTY EXECUTIVE	General	4.50	4.50	4.50	4.50	0.00
COUNTY BOARD	General	9.00	9.00	9.00	9.00	0.00
COUNTY CLERK	General	4.00	4.00	4.00	4.00	0.00
TREASURER	General	6.00	6.00	6.00	6.00	0.00
DEPT. OF ADMINISTRATION	General Risk Management Communications Collections Subtotal Dept. of Admin.	64.60 3.20 2.35 <u>5.75</u> 75.90	64.65 3.20 2.35 <u>5.75</u> 75.95	64.65 3.20 2.35 <u>5.75</u> 75.95	62.70 3.20 2.35 <u>5.75</u> 74.00	(1.95) 0.00 0.00 <u>0.00</u> (1.95)
CORPORATION COUNSEL	General	11.35	11.35	11.35	11.40	0.05
TOTAL REGULAR POSITIONS TOTAL EXTRA HELP TOTAL OVERTIME TOTAL BUDGETED POSITIONS		110.75 3.41 0.21 114.37	110.80 3.76 0.22 114.78	110.80 3.76 0.22 114.78	108.90 3.68 0.17 112.75	(1.90) (0.08) (0.05) (2.03)

#### **2006 BUDGET ACTIONS**

COUNTY EXECUTIVE Decrease 0.04 FTE Extra Help

TREASURER Decrease 0.08 FTE Extra Help

DOA-GENERAL Transfer In: 0.05 FTE Budget Manager from Emerg Prep - Radio Services

Transfer Out: 1.00 FTE Solutions Administrator to ND - End User Ops. & Tech. Fund Transfer Out: 1.00 FTE Senior Info Systems Prof. to ND - End User Ops. & Tech. Fund

Reduce 0.20 FTE Extra Help Reduce 0.05 FTE Overtime

CORPORATION COUNSEL Transfer In: 0.05 FTE Principal Asst Corp. Cnsl from Child Support Fund

Increase 0.24 FTE Extra Help

#### **2005 CURRENT YEAR ACTIONS**

None

For additional detail see the Budgeted Position Summary included with each agency detail summary.

#### Mission

As chief executive officer of county government, the County Executive serves the citizens of Waukesha County by protecting and promoting their welfare, safety, health, and quality of life. The County Executive is responsible for managing administrative functions of county government, which are not vested in other elected officials. In partnership with the County Board of Supervisors and boards and commissions, county government policy is established. In addition, the County Executive is also responsible for overseeing the activities of the Community Development programs.

	2004	2005 Adopted	2005	2006	Change Fro Adopted B	
Financial Summary	Actual	Budget	Estimate (a)	Budget	\$	%
Personnel Costs	\$405,897	\$425,322	\$422,780	\$448,166	\$22,844	5.4%
Operating Expenses	\$34,058	\$63,963	\$53,935	\$52,966	(\$10,997)	-17.2%
Interdept. Charges	\$32,352	\$29,069	\$27,276	\$29,080	\$11	0.0%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$472,307	\$518,354	\$503,991	\$530,212	\$11,858	2.3%
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (a)	\$9,864	\$10,500	\$12,500	\$10,500	\$0	0.0%
Appr. Fund Balance (b)	\$0	\$0	\$2,945	\$0	\$0	N/A
Total Revenues	\$9,864	\$10,500	\$15,445	\$10,500	\$0	0.0%
Tax Levy	\$496,114	\$507,854	\$507,854	\$519,712	\$11,858	2.3%
Exp. (Over) Under Rev. &						
Levy	\$33,671	-	\$19,308	-	-	-
Position Summary (FTE)						
Regular Positions	4.50	4.50	4.50	4.50	0.00	
Extra Help	0.00	0.04	0.04	0.00	(0.04)	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	4.50	4.54	4.54	4.50	(0.04)	

- (a) The revenue primarily relates to the County Executive award luncheon. The 2005 Estimate includes a one time \$2,000 donation related to the German Sister County visit which was approved with enrolled ordinance #160-0-022. The offsetting expenditures are included in operating expenses.
- (b) Appropriated fund balance for the 2005 estimate includes an approved carry over from the 2004 budget to 2005 to be used for a Web Content consultant.

## **Departmental Strategic Objectives**

## Manage Resources with Fiscal Prudence

- 1. Work with the Waukesha County legislative delegation to eliminate, alter and/or fully fund state mandated programs and any spending limit proposals that would have a negative impact on Waukesha County. (4<sup>th</sup> Qtr 2006)
- 2. Provide a leadership role to encourage cooperation and consolidation among Waukesha County departments, municipalities and school districts. (4<sup>th</sup> Qtr 2006)
- 3. Continually seek cost-effective measures for business operations by analyzing existing expenses and researching other methods to improve efficiencies. (4<sup>th</sup> Qtr 2006)

## **Provide Comprehensive Customer Service**

- 1. Work with the Sheriff's Department in the development of Jail tour standards per the transition to the new facility. (1<sup>st</sup> Qtr 2006)
- 2. Enhance web development processes to improve how the public accesses information about County government on the Internet. (4<sup>th</sup> Qtr 2006)
- 3. Diligently respond to constituent inquiries and maintain a database to track comments and complaints that are phoned, mailed, e-mailed, and sent to the County's website or to the County Executive's office. (4<sup>th</sup> Qtr 2006)

## **Innovate and Seek Continuous Quality Improvement**

- 1. Assist County departments in the development of their 2006-2008 strategic plan goals. (2<sup>nd</sup> Qtr 2006)
- 2. Promote various County department, civic group operations and success stories to the media. (4<sup>th</sup> Qtr 2006)
- 3. Research and review final design for new courts building. (2nd Qtr 2006)

## Retain and Develop a High Quality Workforce

- 1. Continue to develop and maintain a highly qualified staff by increasing opportunities to attend training and educational seminars. (4<sup>th</sup> Qtr 2006)
- 2. Foster an innovative workplace environment that encourages creative solutions to County government's everyday challenges. (4<sup>th</sup> Qtr 2006)
- 3. Work with the Human Resources Division to enhance existing quality programs and initiatives. (4<sup>th</sup> Qtr 2006)

## Major Departmental Strategic Achievements from 7/01/04 to 6/30/05

- 1. Succeeded in obtaining a Joint Committee on Finance budget amendment that would study and transfer financial responsibilities for UW-Waukesha from Waukesha County to the State of Wisconsin (Governor Doyle subsequently vetoed the budget provision).
- 2. Planned and coordinated numerous events such as Martin Luther King Jr. Day Celebration, Retzer Environmental Learning Center & Charles Z. Horwitz Planetarium Grand Opening, German Sister County visit, Jail Opening (fall 2005) and the County Executive awards (fall 2005).
- 3. Worked with the Waukesha County Cooperation Council (WCCC) to form a committee that developed and evaluated a Request for Proposal (RFP) for a countywide library study that will investigate consolidation possibilities.
- 4. Refined system for maintaining email records in an effort to comply with open records requests.
- 5. Lobbied Waukesha County's legislative delegation in an effort to reduce, eliminate and/or fully fund state mandated programs.
- 6. Initiated a comprehensive web development pilot program that identified cross-departmental needs and solutions to better serve the public.
- 7. Coordinated meetings with departmental representatives that assist with campus tours to determine the age appropriateness of specific tours so that students in fourth grade and above were offered more expanded opportunities to learn about County government.
- 8. Increased communication with teachers, students and chaperones that participated in tours by accompanying them to each department and/or tour site, which enhanced learning opportunities and ensured that tours were done in a timely, efficient manner.
- 9. Collaborated with the Waukesha School District to relocate the Charles Z. Horwitz Planetarium to the Retzer Nature Center, which expanded and enhanced the delivery of science programming that each facility offered independently.

## County Administration/Customer/Community Services

## **Program Description**

The County Executive is responsible for the preparation of an executive budget, strategic plans, and for coordination of efficient executive office administrative and clerical support. The County Executive also has responsibility for directing the Community Development functions. County Executive reviews non-represented performance pay recommendations for fairness, consistency, and meeting County evaluation requirements. The County Executive also provides for public relations between County Government and other entities including other governments, commercial, industrial, non-profit concerns and County citizens.

2004	2005	2005	2006	Budget
Actual	Budget	Estimate (a)	Budget	Change
4.50	4.54	4.54	4.50	(0.04)
\$378,450	\$394,516	\$391,974	\$417,244	\$22,728
\$25,074	\$55,356	\$45,328	\$44,541	(\$10,815)
\$32,334	\$29,069	\$27,276	\$29,080	\$11
\$0	\$0	\$0	\$0	\$0
\$435,858	\$478,941	\$464,578	\$490,865	\$11,924
\$0	\$0	\$0	\$0	\$0
\$9,864	\$10,500	\$12,500	\$10,500	\$0
\$0	\$0	\$2,945	\$0	\$0
\$9,864	\$10,500	\$15,445	\$10,500	\$0
\$457,354	\$468,441	\$468,441	\$480,365	\$11,924
	Actual 4.50 \$378,450 \$25,074 \$32,334 \$0 \$435,858 \$0 \$9,864 \$0 \$9,864	Actual Budget  4.50 4.54  \$378,450 \$394,516  \$25,074 \$55,356  \$32,334 \$29,069  \$0 \$0  \$435,858 \$478,941  \$0 \$0  \$9,864 \$10,500  \$9,864 \$10,500	Actual         Budget         Estimate (a)           4.50         4.54         4.54           \$378,450         \$394,516         \$391,974           \$25,074         \$55,356         \$45,328           \$32,334         \$29,069         \$27,276           \$0         \$0         \$0           \$435,858         \$478,941         \$464,578           \$0         \$0         \$0           \$9,864         \$10,500         \$12,500           \$9,864         \$10,500         \$15,445	Actual         Budget         Estimate (a)         Budget           4.50         4.54         4.54         4.50           \$378,450         \$394,516         \$391,974         \$417,244           \$25,074         \$55,356         \$45,328         \$44,541           \$32,334         \$29,069         \$27,276         \$29,080           \$0         \$0         \$0         \$0           \$435,858         \$478,941         \$464,578         \$490,865           \$0         \$0         \$0         \$0           \$9,864         \$10,500         \$12,500         \$10,500           \$9,864         \$10,500         \$15,445         \$10,500

Exp. (Over) Under Rev. & Levy	\$31,360	-	\$19,308	-	-

<sup>(</sup>a) The revenue primarily relates to the County Executive award luncheon. The 2005 Estimate includes a one time \$2,000 donation related to the German Sister County visit which was approved with enrolled ordinance #160-0-022. The offsetting expenditures are included in operating expenses.

<sup>(</sup>b) Appropriated fund balance for the 2005 estimate includes an approved carry over from the 2004 budget to 2005 to be used for a Web Content consultant.



#### **Program Highlights**

Personnel costs for the 2006 budget increase primarily due to costs to continue existing staff. Also, 80 hours budgeted for temporary extra help was eliminated.

Operating expenses are reduced by \$10,815 primarily due to a \$10,000 reduction in contracted services.

## **Performance Measure Description**

The bond ratings result from the County's financial management policies. The highest ratings are Aaa for Moody and AAA for Fitch. The County's goal is to maintain the Aaa and the AAA bond ratings.



Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Maintain Moody's Aaa Bond Rating*	Aaa	Aaa	Aaa	Aaa	N/A
Maintain Fitch AAA Bond Rating	AAA	AAA	AAA	AAA	N/A

<sup>\*</sup> Waukesha County is one of fewer than 50 counties (nationally) to achieve the Aaa outstanding rating.

**Standard**: These ratings are based on strong financial management, growth in a diversified tax base, well managed financial flexibility, favorable debt structure and above average social economic factors.

# County Administration/Customer/Community Services (Cont.)

### **Performance Measure Description**

The department's goal is to respond to all constituent questions within 48 hours.



Performance Measures	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Constituent questions responded to within a 48 hour period. Dept Goal is 100%.	100%	100%	100%	100%	0%



Activity	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Dept. Heads Reporting to County Exec. (a)	9	10	10	10	0
County Staff Eligible for Performance Pay Plan	320	323	323	327	4

<sup>(</sup>a) Effective July 1, 2005, the new department of Emergency Preparedness Department Head position was created.

## **Advisory Boards**

## **Program Description**

The County Executive has the authority to appoint department heads and all members of boards and commissions. The Boards and Commissions advise the County Executive and departments on policy issues.

Tax Levy	\$38,760	\$39,413	\$39,413	\$39,347	(\$66)
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$36,449	\$39,413	\$39,413	\$39,347	(\$66)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$18	\$0	\$0	\$0	\$0
Operating Expenses	\$8,984	\$8,607	\$8,607	\$8,425	(\$182)
Personnel Costs	\$27,447	\$30,806	\$30,806	\$30,922	\$116
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
	Actual	Budget	Estimate	Budget	Change
	2004	2005	2005	2006	Budget

Exp. (Over) Under Rev. & Levy \$2,311
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## **Program Highlights**

The advisory Boards and commissions 2006 budget is expected to remain relatively stable with a slight decrease in operating expenses which is offset by an increase in per diem personnel costs.

## **General Fund**

# County Executive

**Program** 

## Advisory Boards (Cont.)



## **Activity**

Provided below is a summary of the boards and commissions staffing and meeting frequency. In 2004, two citizens were added as alternates in the Park and Planning Commission. Also, the Solid Waste Management Board was eliminated in 2004.

	Boards & Co		Avg. Meetings
	Co. Board	<u>Citizens</u>	Per Month
Health & Human Services Board	5	4	1.4
Park & Planning Commission	3	6	2.0
Commission on Aging	3	9	1.0
CDBG Board	2	9	1.0
Federated Library Board	2	5	1.0
Housing Authority	2	3	1.0
Wisconsin River Rail Transit Commission	2	1	0.25
Airport Commission	1	4	1.0
Southeastern Wi. Regional Planning Com	1	0	As needed
Lake Management Districts	1	0	As needed
Trustees to Library Boards	0	15	As needed
Board of Adjustment	0	5	2.0
Ethics Board	0	4	As needed
Traffic Safety Commission	0	1	1.0

Also, the Sheriff Civil Service Commission is included in the DOA - Human Resource Budget. The Veteran Service Commission is included in the Veteran Services Budget. Also, an employee is appointed to the Future Parkland Standing Committee, Superior Emerald Park Standing Committee and Waste Management's Metro Landfill Monitoring Committee.

#### Mission

The mission of the Waukesha County Board of Supervisors is to enact legislation to establish policy to promote the health, safety, welfare and quality of the life of the people of Waukesha County in a fiscally responsible manner.

The legislative body of the County is the Board of Supervisors, which consists of 35 members who are elected by districts to two-year terms in even numbered years. From its members, the Board elects a Chairperson, First Vice-Chairperson, and Second Vice-Chairperson as officers of the County Board. There are seven standing committees of the County Board organized on functional lines. The Executive, Finance, and Personnel Committees deal with administrative policy matters, whereas the remaining four standing committees, Judiciary and Law Enforcement; Health and Human Services; Land Use, Parks and Environment; and Public Works, are concerned with policy matters affecting public services.

Through the internal audit function, the County Board provides financial and program evaluations to assure cost-effective and efficient use of available resources.

		2005			Change Fron	n 2005
	2004	Adopted	2005	2006	Adopted Bu	udget
Financial Summary	Actual	Budget	Estimate	Budget	\$	%
Personnel Costs	\$1,091,506	\$1,149,009	\$1,138,452	\$1,182,013	\$33,004	2.9%
Operating Expenses	\$82,302	\$139,556	\$113,287	\$141,925	\$2,369	1.7%
Interdept. Charges	\$38,631	\$43,726	\$40,433	\$39,419	(\$4,307)	-9.8%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,212,439	\$1,332,291	\$1,292,172	\$1,363,357	\$31,066	2.3%
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$2,500	\$0	\$0	\$0	\$0	N/A
Total Revenues	\$2,500	\$0	\$0	\$0	\$0	N/A
Tax Levy	\$1,301,482	\$1,332,291	\$1,332,291	\$1,363,357	\$31,066	2.3%
Exp. (Over) Under Rev. & Levy	\$91,543	-	\$40,119	-	-	N/A
Position Summary (FTE)						
Regular Positions	9.00	9.00	9.00	9.00	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.01	0.00	0.01	0.00	
Total	9.00	9.01	9.00	9.01	0.00	

## **Departmental Strategic Objectives** Manage Resources With Fiscal Prudence

- Lobby our delegation to revise state statutes to enhance our ability to administer programs and services more efficiently and cost-effectively. (1<sup>st</sup> Qtr 2006) (Legislative Support) Evaluate proposals for merit, cost savings and impact on service levels. (2<sup>nd</sup> Qtr 2006) (County
- Board and Committee Operations)
- Promote leadership role and visibility of Waukesha County through the County Board Chairman's activities (NACo, WCA, Southeastern District Seven Counties meetings). (3rd Qtr 2006) (County Board and Committee Operations)
- Work with our legislative delegation to incorporate various task force recommendations into state statutes and budget in order to enhance the state and local partnership. (3<sup>rd</sup> Qtr 2006) (Legislative Support)
- Coordinate effort with other counties, local units of government and the legislature to address Taxpayer Bill of Rights (TABOR). (2<sup>nd</sup> Qtr 2006) (Legislative Support)

## **Provide Comprehensive Customer Service**

- Evaluate, address and resolve policy issues relating to transportation, planning, intergovernmental cooperation, governance and provision of needed County services. (On-going) (County Board and Committee Operations)
- Monitor Exposition Center development, old County Courthouse use, library study, county campus security initiatives and UW-Waukesha issues. (2<sup>nd</sup> Qtr 2006) (County Board and Committee Operations)

### **Innovate and Seek Continuous Quality Improvement**

- Complete audits in the following areas during 2006: End User Operations and Technology Fund, Juvenile Center/Adolescent and Family Services, Non-Departmental, Mass Transit and Sheriff's Department cash handling. (4<sup>th</sup> Qtr 2006) (Internal Audit)
- Assist the County Board and the County administration in the effective discharge of their responsibilities by providing objective analyses, appraisals and recommendations concerning specific governmental operations. (On-going) (Internal Audit)
- Identify cost-effective controls throughout County operations through audit recommendations, which emphasize quality improvements in the areas of policy and procedure compliance, safeguarding County assets, and management integrity and reliability. (On-going) (Internal Audit)
- Monitor progress and make County Board Supervisors and staff available for special projects such as the Criminal Justice Collaboration Council, Court Security Committees, state advisory committees, Request for Proposal (RFP) selections, etc. (4th Qtr 2006) (County Board and Committee Operations)
- Monitor progress and implementation of Justice Facility addition and Courthouse addition planning. (1<sup>st</sup> Qtr 2006) (County Board and Committee Operations)
- Enhance updates to committees on status of legislation. (On-going) (Legislative Support)
- Through ongoing educational efforts, continue to promote the internal audit function as a quality resource for use by Waukesha County legislators, county administration and county taxpayers in an effort to improve the overall operations of Waukesha County. (On-going) (Internal Audit)
- Each staff member of the audit department will attend two educational/professional conferences in 2006 and update current practices based on knowledge obtained at those conferences. (3<sup>rd</sup> Qtr 2006) (Internal Audit)

## Retain and Develop a High Quality Workforce

- Cross-train, double staff and alternate support staff among the seven standing committees. (4<sup>th</sup> Qtr 2006) (Legislative Support)
- Prepare for transition and orientation issues of various elected offices resulting in possible changes to federal, state and County office holders. (4<sup>th</sup> Qtr 2006) (Legislative Support)

  3. Enhance policy role in technology and E-commerce. (4<sup>th</sup> Qtr 2006) (County Board and Committee
- Operations)
- 4. Update new supervisor orientation materials for new supervisor orientation session to be held in April and facilitate transition to new board. (2<sup>nd</sup> Qtr. 2006) (Legislative Support)

## Major Departmental Strategic Achievements 07/01/04 through 06/30/05

## **Manage Resources With Fiscal Prudence**

- 1. Continued work with our legislative delegation to improve the state/local partnership to reduce unfunded mandates or enhance funding. (Legislative Support)
- 2. Chairman accepted appointment to and worked extensively with Supreme Court committees to promote payment by state for costs associated with the state court system. (Legislative Support)
- 3. Promoted leadership role and visibility of Waukesha County through the County Board Chairman and supervisors' activities (NACo, WCA, WCEDC, WOW Workforce Development Board, CJCC, Southeastern District Seven Counties meetings). (County Board and Committee Operations)
- 4. Identified cost-effective controls throughout County operations through audit recommendations, which emphasize quality improvements in the areas of policy and procedure compliance, safeguarding County assets, management integrity and reliability and increasing revenue production within audited departments. (Internal Audit)

## **Provide Comprehensive Customer Service**

- 1. Furthered cooperative efforts with County managers on development and implementation of the Justice Facility, consolidated communications and similar major joint efforts. (Legislative Support)
- 2. Resolved policy issues relating to transportation, planning, intergovernmental cooperation, governance and provision of needed County services, especially with reference to federal and state revenue limitations. (County Board and Committee Operations)
- 3. Through ongoing educational efforts, continued to promote the Internal Audit function as a quality resource for use by Waukesha County supervisors, County administration and County taxpayers in an effort to improve the overall operations of Waukesha County. (Internal Audit)

## **Innovate and Seek Continuous Quality Improvement**

- 1. Assisted and served on administrative work groups, such as: Criminal Justice Collaboration Council, Legislative Partners Group, Technology Review Committee, and Group Reviewing Board and Commission Expense Reimbursement. (Legislative Support)
- 2. Revised office operation procedures in concert with County Clerk, Corporation Counsel and Department of Administration resulting in efficiency and accuracy improvements. (Legislative Support)
- 3. Enforced relevance of County and regional plans by integrating them into the evaluation of budget, capital plan proposals and ordinances. (County Board and Committee Operations)
- 4. Facilitated review of Northview demolition plan and related issues including: Retzer Center development, Justice Facility addition and Communication Center. (County Board and Committee Operations)
- 5. Monitored and participated in efforts to improve the criminal justice system through participation in the Criminal Justice Collaboration Council and enhanced security through work with the Court Security Committee. (County Board and Committee Operations)
- 6. Assisted the County Board and County administration in the effective discharge of their responsibilities by providing objective analyses, appraisals and recommendations concerning specific governmental operations. (Internal Audit)
- 7. Completed audits in the following areas during FY 2005: Engineering Services Division, Department of Health and Human Services Long Term Care Division, Parks and Land Use Ice Arena. (Internal Audit)

## Retain and Develop a High Quality Workforce

- 1. Updated and improved new supervisor orientation materials and facilitated smooth transition for the new supervisors. (Legislative Support)
- 2. Reviewed open records and open meetings law issues and facilitated update to board on new procedures. (County Board and Committee Operations)
- 3. Each staff member of the Audit Department attended two educational/professional conferences in 2005 and updated current practices based on knowledge obtained at those conferences. (Internal Audit)

## Legislative Support

## **Program Description**

Provides for the directing of the day-to-day activities of the County Board's professional, audit, and secretarial staff, support to the seven standing committees, legislative and lobbying effort for the County, and research, analysis, evaluation, and recommendations to the County Board and its committees.

	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	7.01	7.01	7.01	7.01	0.00
Personnel Costs	\$546,253	\$566,498	\$555,953	\$583,187	\$16,689
Operating Expenses	\$21,462	\$27,205	\$25,874	\$27,205	\$0
Interdept. Charges	\$28,684	\$29,356	\$28,510	\$26,758	(\$2,598)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$596,399	\$623,059	\$610,337	\$637,150	\$14,091
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$605,302	\$623,059	\$623,059	\$637,150	\$14,091

Exp. (Over) Under Rev. & Levy \$8,903 - \$12,722 -	-
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### **Program Highlights**

Personnel costs increase due to across-the-board pay raises and increased benefit costs. The County Board Chairman's salary will increase 1.75% in April 2006 when the new term of office begins.

Operating expenses remain at the same amount including costs related to attending the 2006 National Association of Counties (NACo) conference in Chicago, IL.

The decrease in Interdepartmental Charges is due to a decrease in computer maintenance and replacement charges.



#### **Performance Measure Description**

Percentage of resident questions answered within one business day.

Performance Measures	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
% County Board Office responds to resident questions within 1 Business Day	100%	100%	100%	100%	0%



Activity	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Committee agenda/minutes prepared	327	225	300	300	75
Advisement to committees by staff	250	225	250	230	5
Staff participation in community events/mtgs/confs.	115	110	110	110	0
Meetings w/ Legislators/Advisory groups	228	225	250	225	0

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## **County Board and Committees Operations**

## **Program Description**

Provide funds for the personnel and direct costs associated with the thirty-four County Board supervisors, its Committees, and the professional associations to which it belongs.

	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
Personnel Costs	\$359,197	\$368,550	\$370,148	\$374,992	\$6,442
Operating Expenses	\$53,493	\$102,501	\$78,763	\$104,320	\$1,819
Interdept. Charges	\$1,907	\$4,547	\$2,100	\$4,547	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$414,597	\$475,598	\$451,011	\$483,859	\$8,261
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$479,376	\$475,598	\$475,598	\$483,859	\$8,261

Exp. (Over) Under Rev. & Levy \$64,779 - \$24,587	Exp. (Over) Under Rev. & Levy	\$64,779	-		-	-
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## **Program Highlights**

Personnel Cost increase reflects the County Board Supervisor wage increase of 1.75% in April 2006 when the new term of office begins.

Operating Expenses only slightly increase over the 2005 base. In 2005, the Wisconsin Counties Association (WCA) Conference was held in Milwaukee eliminating the need for overnight lodging. The 2006 WCA Conference will be held in LaCrosse resulting in increased mileage and travel costs. Despite an anticipated 11% rate increase, postage account remains at \$4,500 in 2006 due to office efficiencies and an increased reliance on email. WCA dues are budgeted at \$27,800, the same level as 2005, while NACo dues are expected to increase approximately 3% in 2006 to \$7,000.



#### **Performance Measure Description**

The following indicators illustrate the efforts taken to maintain County operational stability.

Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
County Board actions support bond-rating status of Triple A. [Moody's / Fitch Bond Rating]	Aaa/AAA	Aaa/AAA	Aaa/AAA	Aaa/AAA	N/A
Review annual budget and take actions consistent with tax rate stability. (a)	(4.36%)	(4.50%)	(4.50%)	(6.95%)	N/A

(a) A tax rate stability standard, not exceeding a plus or minus 5% tax rate change from the prior year, should maintain operational stability. Rate shown is actual percentage change from prior year.



Activity	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Ordinances/Resolutions considered	181	150	150	150	0
County Board meetings attended	649	650	650	650	0
Standing Committee meetings attended	985	1,000	1,000	1,000	0

## Internal Audit

## **Program Description**

Internal Audit is an independent function of the legislative branch of the County, and is responsible for conducting operational, performance and financial audits of County operations for the purpose of promoting efficiency, economy, and adequate internal controls.

	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	2.00	2.00	2.00	2.00	0.00
Personnel Costs	\$186,056	\$213,961	\$212,351	\$223,834	\$9,873
Operating Expenses	\$7,347	\$9,850	\$8,650	\$10,400	\$550
Interdept. Charges	\$8,040	\$9,823	\$9,823	\$8,114	(\$1,709)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$201,443	\$233,634	\$230,824	\$242,348	\$8,714
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$2,500	\$0	\$0	\$0	\$0
Total Revenues:	\$2,500	\$0	\$0	\$0	\$0
Tax Levy	\$216,804	\$233,634	\$233,634	\$242,348	\$8,714

Exp. (Over) Under Rev. & Levy	\$17,861	-	\$2,810	-	-

## **Program Highlights**

Personnel costs increase due to across-the-board pay raises and increased benefit costs.

Operating expenses increase \$550 due to increased travel costs associated with the 2006 National Association of Local Government Auditors (NALGA) Conference in San Jose, California. The 2005 NALGA Conference was held in Milwaukee resulting in reduced travel costs.

The decrease in interdepartmental charges is due to a decrease in computer maintenance based on the level of support requested.



## **Performance Measure Description**

The Moody's / Fitch bond rating can be used as a measure to determine efficacy, efficiency, and best practices.

Performance Measures	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Audit recommendations relating to cost-effective controls, efficiency and best practices in support of the County's triple A bond rating [Moody's / Fitch Bond Rating]	Aaa/AAA	Aaa/AAA	Aaa/AAA	Aaa/AAA	N/A



Activity	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Financial/internal control/compliance reviews	3	3	3	3	0
Program evaluations/operational reviews	3	4	4	4	0
Follow-up of Internal Audit and external auditor's recommendations	2	3	2	4	1
Assist in completion of single audit work performed by external auditors	1	1	1	1	0

#### Mission

The Waukesha County electorate chooses the County Clerk, which is a State Constitutional Officer defined by Wisconsin Statutes, every two years. The County Clerk's two main statutory duties are to serve the Waukesha County Board and act as the Waukesha County Election Commissioner.

#### Our Mission is to

- manage specific licenses for the county that are mandated by state law & county ordinance
- maintain a strong working relationship with all county departments and municipalities
- utilize existing technologies to improve efficiency
- embrace fiscally responsible practices
- establish ongoing relationships and communication with elected officials, federal, state and local
- keep current with the changing election laws
- provide expedient and courteous service to our customers

	2004	2005 Adopted	2005	2006	Change Fro Adopted E	
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Financial Summary	Actual	Budget	Estimate	Budget	\$	%
Personnel Costs	\$258,618	\$272,428	\$271,962	\$287,280	\$14,852	5.5%
Operating Expenses	\$216,465	\$138,368	\$109,861	\$255,611	\$117,243	84.7%
Interdept. Charges	\$43,994	\$45,570	\$44,564	\$46,855	\$1,285	2.8%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$519,077	\$456,366	\$426,387	\$589,746	\$133,380	29.2%
General Government	\$21,196	\$23,000	\$25,311	\$50,500	\$27,500	119.6%
Fine/Licenses	\$128,916	\$127,620	\$132,000	\$159,000	\$31,380	24.6%
Charges for Services	\$2,195	\$2,700	\$5,600	\$6,200	\$3,500	129.6%
Interdepartmental	\$176	\$0	\$285	\$0	\$0	N/A
Other Revenue	\$1,834	\$3,300	\$2,800	\$3,300	\$0	0.0%
Appr. Fund Balance	\$80,258	\$0	\$0	\$35,000	\$35,000	N/A
Total Revenues	\$234,575	\$156,620	\$165,996	\$254,000	\$97,380	62.2%
Tax Levy	\$365,146	\$299,746	\$299,746	\$335,746	\$36,000	12.0%
Exp. (Over) Under Rev. & Levy	\$80,644	-	\$39,355	-	-	N/A
Position Summary (FTE)						
Regular Positions	4.00	4.00	4.00	4.00	0.00	
Extra Help	0.22	0.20	0.20	0.20	0.00	
Overtime	0.01	0.00	0.00	0.00	0.00	
Total	4.23	4.20	4.20	4.20	0.00	

## **Departmental Strategic Objectives**

#### **Innovate and Seek Continuous Quality Improvement**

- 1. Upgrade the election software to a Windows version from an out dated DOS based system, and implement the use of the new software when certification is complete from the State Elections Board.
- 2. Cooperate and partner with State Elections Board and municipalities on statewide voter registration.

## Retain and Develop a High Quality Workforce

1. Establish new poll worker training with combined efforts of the state elections board and the municipal clerks to follow the proposed new state law requiring poll workers to take extensive training.

## Major Departmental Strategic Achievements from 7/01/04 to 6/30/05

## **Provide Comprehensive Customer Service.**

- 1. Protected the integrity of elections in Waukesha County by administering four elections, including the presidential election with both the largest turnout and the most media coverage without incident.
- 2. Offer passport photographs to be taken in the County Clerk's office, to provide applicants with a one-stop shop for passport application processing.

## Retain and Develop a High Quality Workforce

1. Established and trained Election inspectors with combined efforts of the state elections board and the municipal clerks to follow the state law requiring a trained inspector in each polling place.

## **Elections**

### **Program Description**

Prepare and publish state statutory required legal election notices. Train inspectors and poll workers. Help with voter registration. Certify to local clerks, pertinent election data. Prepare and distribute ballots and other election supplies to local clerks. Prepare voting machine layouts for municipalities. Receive and tabulate election returns on election night. Canvass the results of all elections held for County, State, and Federal offices within the County. Respond to, and take appropriate action, when necessary, on all questions and complaints regarding the election process within the County. Implement and maintain the necessary records for Waukesha County partnering municipalities in the Statewide Voter Registration System to maintain compliance with federal election statutes.

	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	2.05	1.45	1.45	1.45	0.00
Personnel Costs	\$113,698	\$102,208	\$101,605	\$108,482	\$6,274
Operating Expenses	\$205,893	\$117,455	\$88,705	\$231,727	\$114,272
Interdept. Charges	\$5,234	\$14,554	\$13,909	\$14,443	(\$111)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$324,825	\$234,217	\$204,219	\$354,652	\$120,435
General Government	\$21,196	\$23,000	\$25,311	\$50,500	\$27,500
Charges for Services	\$0	\$50	\$0	\$50	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$80,000	\$0	\$0	\$35,000	\$35,000
Total Revenues:	\$101,196	\$23,050	\$25,311	\$85,550	\$62,500
Tax Levy	\$295,643	\$211,167	\$211,167	\$269,102	\$57,935

Exp. (Over) Under Rev. & Levy	\$72,014	-	\$32,259	-	-



#### **Program Highlights**

Operating expenses in 2006 include \$166,300 of Election costs, an increase of \$81,300 over the 2005 budget, as there are four planned elections in 2006 as compared to two elections in 2005. This expense is partially funded with \$35,000 of General Fund balance. Also included is \$5,000 to purchase a new scanner to aid in posting sample ballots on the County web site to provide citizens with an opportunity to review the ballot before arriving at their polling location and a new printer based on departmental needs.

Operating expenses also included are the projected first year costs related to the Statewide Voter Registration System (SVRS) of \$25,000 for contracted services and \$2,500 for office supply and postage costs. Any costs incurred by the County to maintain and update the municipal data in the SVRS will be fully reimbursed by the municipalities that are contracting with the County for this service, resulting in revenue of \$27,500 budget for these cost reimbursements.

## **Performance Measure Description**

The amount of time taken to tabulate the election results, in hours. The increase in time is due to new voting equipment being added in each polling place. Some of the work will be done manually.



	2004	2005	2005	2006	Budget	
Performance Measures	Budget	Budget	Estimate	Budget	Change	_
Time period (hours) for election						
result tabulation, measured in	2.5	1.0	2.0	6.0 *	5.0 *	
hours from poll closing						

<sup>\*</sup> For 2006, the increase in hours is due to installing new Help America Vote Act (HAVA) and Americans with Disabilities Act compliant equipment at each polling location that operate on a different computer system than the current machines. This results in the operation of two different types of machines / systems for the 2006 elections.

Elections (Cont.)



#### Activity

The number of registered voters in Waukesha County has varied throughout the years. According to the 2000 census Waukesha County has over 260,000 eligible voters; this is the number of potential voters at any given election. The number of registered voters will increase for 2006 due not only to the population growth, but Help America Vote Act Requirement that all voters must first be registered. The number of registered voters play a critical role in determining the number of ballots printed for each election, thereby affecting total election costs.

N u m b e r	of W aukesha	County R	egistered Vo	ters
2002	2003	2004	2005	2006
<u>A c t u a l</u>	<u>A ctual</u>	<u>A c tu a l</u>	<u>A c tu a l</u>	<u>B u d g e t</u>
238 513	233 076	236 688	282 914	285 000

## Legislative Support & Administrative Services

#### **Program Description**

Serves as Clerk of the County Board of Supervisors, custodian of all records of the board and all other records as required to be filed by statutes. The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support, including actively working on business continuity, the county accounting system, strategic planning, and annual budget for the department. By Statute, the County Clerk is the keeper of records for the county and has many of the county contracts filed in the office. The County Clerk maintains the Administration Center room reservations for both county and public meetings. The office receives an average of 15-20 room reservations per day. The County Clerk is responsible for posting agendas and minutes. Many times the office is the first place our residents call to get transferred to the appropriate department.

	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	1.28	1.35	1.35	1.35	0.00
Personnel Costs	\$103,149	\$89,717	\$89,738	\$94,408	\$4,691
Operating Expenses	\$8,732	\$11,287	\$11,443	\$12,758	\$1,471
Interdept. Charges	\$34,609	\$16,367	\$15,536	\$16,837	\$470
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$146,490	\$117,371	\$116,717	\$124,003	\$6,632
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$215	\$150	\$100	\$150	\$0
Interdepartmental	\$176	\$0	\$285	\$0	\$0
Other Revenue	\$1,834	\$3,300	\$2,800	\$3,300	\$0
Appr. Fund Balance	\$258	\$0	\$0	\$0	\$0
Total Revenues:	\$2,483	\$3,450	\$3,185	\$3,450	\$0
Tax Levy	\$146,558	\$113,921	\$113,921	\$120,553	\$6,632

Exp. (Over) Under Rev. & Levy \$2,551 -	\$389	-	-
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## Program Highlights

Total program expenditures are increasing by the cost to continue existing personnel, and the budgeting of \$2,000 for costs associated with Waukesha County hosting the 2006 Wisconsin County Clerk's Conference.

Licensing

## **Program Description**

Issues marriage licenses to county residents or out of state customers who are eligible to marry under the laws of Wisconsin. Distribute dog licenses, tags, and supplies to municipalities as mandated by state law. Accepts and forwards passport applications and all required materials to the U.S. State Department.

	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	0.90	1.40	1.40	1.40	0.00
Personnel Costs	\$41,771	\$80,503	\$80,619	\$84,390	\$3,887
Operating Expenses	\$1,840	\$9,626	\$9,713	\$11,126	\$1,500
Interdept. Charges	\$4,151	\$14,649	\$15,119	\$15,575	\$926
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$47,762	\$104,778	\$105,451	\$111,091	\$6,313
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$128,916	\$127,620	\$132,000	\$159,000	\$31,380
Charges for Services	\$1,980	\$2,500	\$5,500	\$6,000	\$3,500
Other Revenues	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$130,896	\$130,120	\$137,500	\$165,000	\$34,880
Tax Levy	(\$77,055)	(\$25,342)	(\$25,342)	(\$53,909)	(\$28,567)

Exp. (Over) Under Rev. & Levy	\$6,079	-	\$6,707	-	-
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## **Program Highlights**

Total program expenditures are increasing by the cost to continue existing personnel and office costs.

The marriage license application fee is increasing to \$105 in 2006, from \$95 in 2005, for a 2006 revenue budget of \$129,000, a \$21,900 increase over 2005. The fee has not been increased since 2001. The County remits \$45 of each marriage license fee to other agencies.

Passport application revenue increases \$9,500 to \$30,000 to better reflect the volume of service (the County retains \$30 of the \$97 fee). Passport photo revenue is budgeted at \$4,000, a \$3,500 increase. A passport photo camera was purchased in 2005 to allow applicants the opportunity to purchase their photos in the office for a \$10 fee.



#### **Activity**

The chart shows the number of County Clerk issued licenses and applications by year. A passport application pilot project began in the 4<sup>th</sup> quarter of 2003.

	2002 <u>Actual</u>	2003 <u>Actual</u>	2004 <u>Actual</u>	2005 <u>Budget</u>	2005 <u>Estimate</u>	2006 <u>Budget</u>	Budget <u>Change</u>
Marriage License	2,167	2,051	2,039	2,150	2,039	2,150	0
Dog License	21,333	21,305	19,960	21,300	20,500	21,000	(300)
Passports Appl.	NA	133	816	684	1,000	1,000	316

#### **Mission**

The mission of the County Treasurer is to collect real estate taxes and provide citizens and local municipalities with accurate information.

	2004	2005 Adopted	2005	2006	Change From Adopted Bu	
Financial Summary	Actual	Budget	Estimate	Budget	\$	%
Personnel Costs	\$324,256	\$349,594	\$336,911	\$367,676	\$18,082	5.2%
Operating Expenses	\$147,112	\$228,247	\$215,786	\$232,751	\$4,504	2.0%
Interdept. Charges	\$97,262	\$110,100	\$109,805	\$119,146	\$9,046	8.2%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$568,630	\$687,941	\$662,502	\$719,573	\$31,632	4.6%
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$354,135	\$75,000	\$100,000	\$150,000	\$75,000	100.0%
Charges for Services	\$102,798	\$95,984	\$104,000	\$100,984	\$5,000	5.2%
Interdepartmental	\$21,260	\$21,315	\$20,200	\$22,429	\$1,114	5.2%
Other Revenue	\$5,758,749	\$7,143,800	\$7,057,500	\$7,428,800	\$285,000	4.0%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenues (a)	\$6,236,942	\$7,336,099	\$7,281,700	\$7,702,213	\$366,114	5.0%
Tax Levy/ (Credit) (b)	(\$6,438,158)	(\$6,648,158)	(\$6,648,158)	(\$6,982,640)	(\$334,482)	-5.0%
Exp. (Over) Under Rev. & Levy	(\$769,846)	-	(\$28,960)	-	-	-
Position Summary (FTE)						
Regular Positions	6.00	6.00	6.00	6.00	0.00	
Extra Help	0.08	0.08	0.00	0.00	(80.0)	
Overtime	0.04	0.04	0.04	0.04	0.00	
Total	6.12	6.12	6.04	6.04	(0.08)	

<sup>(</sup>a) The Actual Investment Income revenues reported here do not include the year-end write-down of the investments to market value for budget comparative purposes.

## **Current & Proposed Capital Projects**

Proj. #	Project Name	Expected Completion <u>Year</u>	Total Project <u>Cost</u>	Est. % Complete End of 05	Estimated Operating Impact	A=Annual T= One- <u>Time</u>
200205	Tax Records Replacement (a)	2006	\$900,000	75%	\$22,000	Α
200414	Countywide Cashiering	2006	\$770,000	15%	\$54,400	Α

<sup>(</sup>a) Project is coordinated by Department of Administration. The annual ongoing costs include software and licensing costs which are to be split evenly between the Register of Deed's Office (\$11,000) and Treasurer's Office (\$11,000) beginning in 2006.

<sup>(</sup>b) The Tax Levy credit amount, which is revenues in excess of expenditures, is used to reduce tax levy funding for other general governmental operations.

## **Departmental Strategic Objectives**

### **Provide Comprehensive Customer Service**

- Implement computer hardware so as to be able to fulfill open records requests for tax information, such as outstanding delinquencies, in CD-Rom format (Administration –Strategic Plan Goal 4.2) (2<sup>nd</sup> quarter 2006).
- 2. Work with Information Systems to integrate GIS map access to County-Owned Properties for Sale List on the Treasurer's Website (**Tax Collection** Strategic Plan Critical Issue #5) (3<sup>rd</sup> quarter 2006).

### Innovate and Seek Continuous Quality Improvement

- 1. Implement new system for tax listing, billing and collection (**Tax Collection** Strategic Plan Critical Issue #1) (1<sup>st</sup> quarter 2006).
- 2. Work with mortgage companies to obtain and provide tax payment information electronically, eliminating manual entry (**Tax Collection** Strategic Plan Goal 4.3) (3<sup>rd</sup> quarter 2006).
- Research with the purchasing division, a digital copier/high speed printer and equipment to produce self-sealing mailers for receipts, postponed reminders and tax statements in order to better automate and reduce third-party vendor costs (Tax Collection – Strategic Plan Goal 4.1) (2nd quarter 2006).

## Retain and Develop a High Quality Workforce

Ensure staff is well trained on the new tax collection system, as well as relevant areas of tax listing, tax billing, tract index and GIS mapping (Tax Collection –(Strategic Plan Critical Issue #2) (1<sup>st</sup> quarter 2006).

## Departmental Strategic Achievements from 7/01/04 to 6/30/05

## **Manage Resources With Fiscal Prudence**

1. Placed special assessments which were uncollected in 2003 for agricultural-use penalties onto 2005 tax bills (**Tax Collection** – Strategic Plan Goal 6.1) (4th quarter 2004).

## Innovate and Seek Continuous Quality Improvement

- Identified a new cashier solution for the Treasurer's Department to be implemented 3<sup>rd</sup> quarter 2005 in conjunction with the new tax system (Administration Strategic Plan Critical Issue #3) (2<sup>nd</sup> quarter 2005).
- Researched options for cost-effective and efficient operational solutions, as identified by outside consultant, and implement as appropriate with the new tax system (Tax Collection – Strategic Plan Critical Issue #4) (2<sup>nd</sup> quarter 2005).

## Retain and Develop a High Quality Workforce

 Documented new payment collection procedures and made revisions to reflect capability of the new tax system to automate and streamline operations (Tax Collection – Strategic Plan Goal 2.1) (2<sup>nd</sup>quarter 2005).

## **Administrative Services**

## **Program Description**

The Administrative Services division is responsible for coordinating and providing efficient administrative/clerical support. The office collects and receipts departmental monies for the County and disburses all checks.

	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	4.60	4.60	4.60	4.60	0.00
Personnel Costs	\$250,832	\$265,072	\$257,053	\$280,557	\$15,485
Operating Expenses	\$17,363	\$54,625	\$53,175	\$64,351	\$9,726
Interdept. Charges	\$43,989	\$46,998	\$46,743	\$48,182	\$1,184
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$312,184	\$366,695	\$356,971	\$393,090	\$26,395
Charges for Services	\$3,618	\$3,000	\$4,000	\$3,000	\$0
Interdepartmental	\$18,760	\$16,000	\$15,000	\$16,834	\$834
Other Revenue	\$1,719	\$400	\$400	\$400	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$24,097	\$19,400	\$19,400	\$20,234	\$834
Tax Levy	\$315,354	\$347,295	\$347,295	\$372,856	\$25,561
					<u>,</u>

Exp. (Over) Under Rev. & Levy \$27,267 -	\$9,724	-	-
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## **Program Highlights**

Personnel costs increase due to costs to continue existing positions. Also health insurance increases \$3,176 or 7.0% to \$48,586 due to changes in employee health insurance selections.

Operating expenses increase mainly due to full year maintenance costs for the new E-Z Tax Records system. The Treasurer is scheduled to pay one half of the maintenance costs of approximately \$40,000. This represents about a \$5,900 increase to \$21,900 budgeted in 2006 for maintenance costs.

#### **Performance Measure Description**

This measure illustrates the level of "customer satisfaction" based on the number of days to respond to correspondence.



Performance Measures _	Actual	2005 Budget	Estimate	2006 Budget	Budget Change	
Number of working days to respond to correspondence	2	1	1	1	0	

## Tax Collection

## **Program Description**

The County Treasurer computes tax settlements for thirty-seven treasurers, the Department of Revenue, and all school districts in the County. Contractual agreements exist with twelve municipalities to collect first installment property taxes. Postponed taxes are collected for thirty-one of the thirty-seven municipalities. The office also collects delinquent taxes, as necessary, and forecloses on properties according to Wisconsin Statutes. Auctions are held to sell tax-deeded parcels as necessary.

	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	1.31	1.32	1.32	1.24	(80.0)
Personnel Costs	\$57,673	\$68,205	\$63,595	\$69,811	\$1,606
Operating Expenses	\$77,968	\$120,622	\$109,611	\$115,400	(\$5,222)
Interdept. Charges	\$27,154	\$40,414	\$40,374	\$41,246	\$832
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$162,795	\$229,241	\$213,580	\$226,457	(\$2,784)
Fine/Licenses	\$354,135	\$75,000	\$100,000	\$150,000	\$75,000
Charges for Services	\$99,180	\$92,984	\$100,000	\$97,984	\$5,000
Interdepartmental	\$2,500	\$5,315	\$5,200	\$5,595	\$280
Other Revenue	\$2,421,712	\$1,893,400	\$2,057,100	\$2,078,400	\$185,000
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$2,877,527	\$2,066,699	\$2,262,300	\$2,331,979	\$265,280
Tax Levy \ (Credit)	(\$1,684,361)	(\$1,837,458)	(\$1,837,458)	(\$2,105,522)	(\$268,064)

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Exp. (Over) Under Rev. & Levy (a)	\$1,030,371	-	\$211,262	-	-

<sup>(</sup>a) Revenues in excess of expenditures are used to reduce tax levy funding for other general governmental operations.



## **Program Highlights**

Fines and licenses revenues increase an estimated \$75,000 for Agricultural Conversion penalties to more closely reflect actual program activity.

Other Revenues are estimated to increase \$185,000 due to delinquent interest increasing \$102,000, delinquent penalties increasing \$48,000 and tax deed sales revenue increasing \$35,000 to more closely reflect actual program activity.

## **Performance Measure Description**

This measure describes how many business days it takes to process a tax payment.



	2004	2005	2005	2006	Budget
Performance Measures	Actual	Budget	Estimate	Budget	Change
Time to process tax payment	1 Bus. Day	1 Bus. Day	1 Bus. Day	1 Bus. Day	0

Tax Collection (Cont.)

## **Activity**

Interest and penalty revenue is collected from delinquent property taxpayers. Revenues have fluctuated over the past several years, partly due to the cyclical nature of delinquent taxes and when they are paid.

# Interest and Penalty Earned on Delinquent Taxes 1998-2004 Actual

	1998	1999	2000	2001	2002	2003	2004
Interest	\$1,154,125	\$1,041,894	\$1,017,736	\$1,098,486	\$1,222,243	\$1,468,902	\$1,504,867
Penalty	\$575,659	\$525,199	\$515,425	\$616,013	\$627,954	\$750,708	\$751,810
TOTAL	\$1,729,783	\$1,567,093	\$1,533,161	\$1,714,499	\$1,850,197	\$2,219,610	\$2,256,677



#### **Activity**

The Treasurer's Office will collect first installment taxes for twelve municipalities in the 2005-2006 tax year. A contractual agreement is established and fees charged to the municipality for this service. The fees assessed to municipalities offset costs associated with the process of collection such as staff time, printing costs, postage, etc. These costs are included in the contractual agreements with the municipalities utilizing the County's tax collection service.

# Property Taxes Collected 1999-2004

Municipality	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Village of Menomonee Falls	\$43,032,455	\$46,628,359	\$48,564,635	\$51,150,156	\$52,252,695	\$55,466,892
City of Delafield	\$8,800,098	\$9,883,362	\$10,915,526	\$11,917,379	\$12,844,699	\$13,200,328
Village of Pewaukee	\$8,440,314	\$8,968,089	\$9,510,162	\$10,229,923	\$10,817,485	\$11,772,074
Village of Wales	\$2,191,240	\$2,287,037	\$2,569,103	\$2,820,149	\$3,023,809	\$3,280,504
Town of Brookfield	\$10,207,816	\$10,529,197	\$11,052,246	\$10,962,369	\$11,212,923	\$12,162,086
Village of Merton	\$1,655,332	\$1,898,843	\$2,207,457	\$2,162,483	\$2,382,455	\$2,920,517
Village of Lannon	\$1,175,954	\$1,196,344	\$1,113,153	\$1,198,618	\$1,250,130	\$1,324,682
Town of Lisbon	\$9,583,844	\$10,116,933	\$0	\$0	\$0	\$0
Village of Nashotah	\$0	\$1,853,557	\$1,931,700	\$2,068,078	\$2,226,558	\$2,287,938
Village of Dousman	\$0	\$0	\$1,389,479	\$1,590,444	\$1,792,968	\$1,960,626
Village of Lac La Belle	\$0	\$0	\$1,132,900	\$1,225,604	\$1,392,261	\$1,418,721
Village of Ocon. Lake	\$0	\$0	\$3,021,969	\$3,287,957	\$3,550,339	\$3,847,339
Town of Waukesha	\$0	\$0	\$0	\$0	\$9,673,574	\$10,238,144
TOTAL	\$85,087,053	\$93,361,721	\$93,228,330	\$98,613,160	\$112,419,896	\$119,879,851

## Investments

## **Program Description**

The County cash balances are invested using the State's Local Government Investment fund, Aaa/AAA money market funds and securities by Investment firms with contracts managed by the Department of Administration that are authorized by State Statutes and in accordance with the County's adopted investment policies. The primary investment objective is the preservation of capital in the overall portfolio, to protect investment principal, to maintain liquidity and to maximize the return on investment.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	0.20	0.20	0.20	0.20	0.00
Personnel Costs	\$15,751	\$16,317	\$16,263	\$17,308	\$991
Operating Expenses	\$51,781	\$53,000	\$53,000	\$53,000	\$0
Interdept. Charges	\$26,119	\$22,688	\$22,688	\$29,718	\$7,030
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$93,651	\$92,005	\$91,951	\$100,026	\$8,021
Other Revenue	\$3,335,318	\$5,250,000	\$5,000,000	\$5,350,000	\$100,000
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$3,335,318	\$5,250,000	\$5,000,000	\$5,350,000	\$100,000
Tax Levy \ (Credit) (a)	(\$5,069,151)	(\$5,157,995)	(\$5,157,995)	(\$5,249,974)	(\$91,979)

Exp. (Over) Under Rev. & Levy (a) (\$1,827,484)	- (\$249,946)	3) -	-
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(a) Budgeted revenues in excess of expenditures are used to reduce tax levy funding for other general governmental operations. The 2004 Actual and 2005 Estimate reflect an unfavorable variance from budget which results in a shortfall in the contribution to other general government operations.



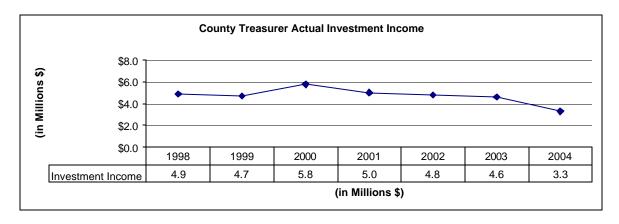
## **Program Highlights**

Other Revenue is generated from investment income allocated to the Treasurer's Office on all county funds not specifically allocated to another program by county ordinance or federal law. It is estimated that the investment income will increase \$100,000 mostly due to a \$240,000 transfer of the MRF Interest allocation to the Treasurer budget in 2006 offset by an assumption that the investment income will decrease \$140,000 as a result of lower investment balances expected during 2006.



#### **Activity**

Investment Income increased from 1997 to 1998. In late 1998, rate reductions occurred. Investment income results improved significantly with increasing rates of return in 2000. Interest rates declined to historic levels throughout 2001-2003. The fixed income portfolios were not affected by rate reductions until reinvestment of funds beginning early in 2001.



#### Mission

The mission of the Department of Administration is to assist other County departments and provide countywide standards and support systems for human resources, financial management, information technology, procurement and other internal support services. The department promotes and initiates enhancements and efficiencies of internal service operations, which enables better services to other County departments and ultimately the citizens of Waukesha County.

		2005			Change Fro	m 2005
	2004	Adopted	2005	2006	Adopted E	Budget
Financial Summary	Actual	Budget (a)	Estimate	Budget	\$	%
General Fund						
Expenditures	\$6,094,957	\$6,595,388	\$6,444,034	\$6,565,987	(\$29,401)	-0.45%
Revenues	\$1,010,962	\$1,026,970	\$1,031,545	\$1,080,138	\$53,168	5.18%
Tax Levy	\$5,514,854	\$5,568,418	\$5,568,418	\$5,485,849	(\$82,569)	-1.48%
Exp. (Over)/Under Rev.& Levy	\$430,859	-	\$155,929	-	-	
Risk Management						
Expenditures	\$1,959,440	\$2,033,748	\$1,970,802	\$2,035,319	\$1,571	0.08%
Revenues	\$1,790,621	\$2,033,748	\$1,979,948	\$2,035,319	\$1,571	0.08%
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Operating Inc./(Loss)	(\$168,819)	-	\$9,146	-	-	N/A
Communications						
Expenditures	\$705,400	\$767,113	\$766,181	\$801,192	\$34,079	4.44%
Revenues	\$818,462	\$792,475	\$784,428	\$801,192	\$8,717	1.10%
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Operating Inc./(Loss)	\$113,062	\$25,362	\$18,247	-	(\$25,362)	-100.00%
Collections						
Expenditures	\$577,449	\$688,051	\$646,723	\$718,546	\$30,495	4.4%
Revenues	\$683,242	\$688,051	\$754,665	\$718,546	\$30,495	4.4%
Tax Levy (b)	(\$75,000)	(\$95,000)	(\$95,000)	(\$95,000)	\$0	0.0%
Operating Inc./(Loss)	\$105,793	-	\$107,942	-	-	N/A
Total All Funds						
Expenditures	\$9,337,246	\$10,084,300	\$9,827,740	\$10,121,044	\$36,744	0.4%
Revenues	\$4,303,287	\$4,541,244	\$4,550,586	\$4,635,195	\$93,951	2.1%
Tax Levy	\$5,439,854	\$5,473,418	\$5,473,418	\$5,390,849	(\$82,569)	-1.5%
Exp. (Over)/Under Rev.& Levy	\$430,859	-	\$155,929	-	-	0.0%
Operating Inc./(Loss)	\$50,036	\$25,362	\$135,335	-	(\$25,362)	-100.0%

<sup>(</sup>a) The 2005 Adopted budget is restated to reflect the transition of the Records Management Fund into the Non-Departmental – End User Operations & Technology Fund with the 2006 budget.

<sup>(</sup>b) A fund balance appropriation (as a memo item) is used to repay the general fund for start-up funds and deferred indirect costs provided in prior years, which reduces the overall general County tax levy.

Position Summary (FTE)	2004 Actual	2005 Adopted Budget (b)	2005 Estimate	2006 Budget	Budget Change \$
Department of Administ	ration:				
Regular Positions	75.90	75.95	75.95	74.00	(1.95)
Extra Help	2.78	2.82	2.82	2.62	(0.20)
Overtime	0.15	0.15	0.15	0.10	(0.05)
Total	78.83	78.92	78.92	76.72	(2.20)
(a) End User Operations	& Technology	Fund (Memo):			
Regular Positions	17.00	17.00	17.00	19.00	2.00
Extra Help	9.32	10.86	10.86	10.64	(0.22)
Overtime	0.10	0.20	0.20	0.12	(0.08)
Total	26.42	28.06	28.06	29.76	1.70
Grand Total	105.25	106.98	106.98	106.48	(0.50)

(a) Refer to Non-Departmental section.

(b) Restated to reflect the transition of the Records Management Fund into Non-Departmental – End User Operations & Technology Fund in 2006.

**Current & Proposed Capital Projects** 

Proj#	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '05	Estimated Operating Impact	A = Annual T = One- Time
9819	Justice System Redevelopment	2005	\$1,756,570	100%	\$72,000	Α
200027	Electronic Document Mgmt System (a)	2006	\$1,425,000	70%	\$78,300	Α
200101	Internet & Intranet Infrastructue	2005	\$2,116,650	100%	\$35,000	Α
200109	Implement HHS Automated System (b)	2006	\$1,395,000	90%	\$98,250	Α
200201	Mobile Data Infrastructure Upgrade (c)	2005	\$695,000	100%	\$4,500	Α
200204	Payroll System Upgrade	2005	\$515,000	100%	\$76,620	Α
200205	Tax Records Replacement (d)	2005	\$900,000	100%	\$22,000	Α
200206	Fiber & Wireless to County Facilities	2008	\$960,500	80%	\$41,000	Α
200207	Telecommunications Solution & Infrastructure Analysis Upgrade (e)	2006	\$800,000	10%	\$18,000	Α
200319	Upgrade Office suite from Windows 2000	2006	\$610,000	10%	\$123,000	Α
200327	Upgrade Collections (CUBS) System (f)	2006	\$320,000	10%	\$22,500	Α
200411	HIPAA Security	2006	\$160,000	95%	TBD	Α
200412	Oracle Infastructure Upgrade	2005	\$355,000	100%	\$24,000	Α
200413	CITRIX Server Expansion	2006	\$295,000	60%	(\$75,000)	Α
200414	County wide Cashiering	2006	\$770,000	15%	\$43,250	Α
200619	Countywide Financial Operations & Management System Study	2007	\$200,000	N/A	\$0	N/A
200621	Consolidation of Network Operating Systems	2007	\$635,000	N/A	\$45,000	Α
200622	Register of Deeds Track Index Replacement (g)	2008	\$275,000	N/A	\$45,000	Α
200624	Re-engineering I.T Infrastructure	2008	\$250,000	N/A	\$10,000	Α

- (a) Coordinated project with Records Management.
- b) Coordinated project with Health & Human Services.
- (c) Coordinated project with Radio Services.
- (d) Coordinated project with Treasurer & Register of Deeds.
- (e) Coordinated project with Telecommunications.
- (f) Coordinated project with Collections.
- (g) Coordinated project with Register of Deeds.

## **Fund Purpose**

The General Fund is the primary operating fund of the County. It accounts for resources traditionally associated with governments and includes all revenues not required to be processed through another fund. Most General Fund revenue comes from taxes, but the fund also receives fees, intergovernmental revenues, interest earnings and other revenues.

		2005			Change From	
	2004	Adopted	2005	2006	Adopted Bu	dget
Financial Summary	Actual	Budget	Estimate	Budget	\$	%
Personnel Costs	\$5,181,460	\$5,527,467	\$5,409,580	\$5,470,683	(\$56,784)	-1.0%
Operating Expenses	\$597,555	\$749,290	\$718,607	\$767,060	\$17,770	2.4%
Interdept. Charges	\$315,942	\$318,631	\$315,847	\$328,244	\$9,613	3.0%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$6,094,957	\$6,595,388	\$6,444,034	\$6,565,987	(\$29,401)	-0.4%
General Government	\$198,097	\$342,122	\$342,122	\$364,242	\$22,120	6.5%
Fines/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Service	\$168,302	\$166,256	\$166,356	\$123,026	(\$43,230)	-26.0%
Interdepartmental	\$549,818	\$490,992	\$490,792	\$565,370	\$74,378	15.1%
Other Revenue	\$21,964	\$27,600	\$27,500	\$27,500	(\$100)	-0.4%
Appr. Fund Balance	\$72,781	\$0	\$4,775	\$0	\$0	N/A
Total Revenues	\$1,010,962	\$1,026,970	\$1,031,545	\$1,080,138	\$53,168	5.2%
Tax Levy	\$5,514,854	\$5,568,418	\$5,568,418	\$5,485,849	(\$82,569)	-1.5%
Exp. (Over)/Under Rev.& Levy	\$430,859	-	\$155,929	-	-	
Position Summary (FTE) General Fund:						
Regular Positions	64.60	64.65	64.65	62.70	(1.95)	
Extra Help	1.68	1.58	1.58	1.38	(0.20)	
Overtime	0.10	0.08	0.08	0.03	(0.05)	
Total	66.38	66.31	66.31	64.11	(2.20)	
* End User Operations & Techno	ology Fund (Me	emo):				
Regular Positions	17.00	<sup>′</sup> 17.00	17.00	19.00	2.00	
Extra Help	9.32	10.86	10.86	10.64	(0.22)	
Overtime	0.10	0.20	0.20	0.12	(0.08)	
Total	26.42	28.06	28.06	29.76	1.70	
Grand Total  * Refer to Non-Departmental	92.80	94.37	94.37	93.87	(0.50)	

<sup>\*</sup> Refer to Non-Departmental

## **Departmental Strategic Objectives**

## **Manage Resources With Fiscal Prudence**

- 1. Incorporate the County's new Strategic Planning direction into the annual financial forecast update and 2007 Budget process including consultant's recommendations related to performance outcomes and performance measurement (Budget 3<sup>rd</sup> Qtr 2006).
- 2. Update the Five-year Financial Forecast to reflect State and Federal impacts to Waukesha County for use in preparing for the 2007 County Budget (Budget 2<sup>nd</sup> Qtr 2006).
- 3. Evaluate the viability of an alternative to Microsoft Office, and if appropriate deploy to the users that can use the alternative. If no alternative is viable, upgrade County users to the latest supported version of Microsoft Office (Information Technology 2<sup>nd</sup> Qtr 2006).
- 4. Evaluate appropriate, additional opportunities of cooperative government processing with other municipalities and regional counties. Developing strategies that will maximize the effectiveness of the County's Information Technology (IT) environment, encourage shared data and processing opportunities, and reduce the overall cost of technology for Waukesha County (Information Technology 3<sup>rd</sup> Qtr 2006).
- 5. Perform market research to determine feasibility of obtaining a rebate on the County's pro card spending. If potential exists, re-solicit and act as lead agency for V.A.L.U.E. (Purchasing Consortium) procurement process (Purchasing 1st Qtr 2006).
- 6. Human Resources Division to evaluate efficiencies in use of office space and staffing for smaller departments in order to reduce the County property tax levy (2<sup>nd</sup> Qtr 2006).

### **Provide Comprehensive Customer Service**

- 1. Complete the assessment, selection and implementation process for a County-wide cashiering system that can replace the majority of the disparate cashiering systems that are in place currently (Multi-Divisional).
- 2. With regional county participation and the State of Wisconsin, develop a public safety information sharing environment, utilizing technologies that allow for individual control of data ownership while encouraging the sharing of critical public safety data (Information Technology 4<sup>th</sup> Qtr 2006).
- 3. If feasible, implement planned on-line bid functionality for Department of Public Works (DPW) (Purchasing 1<sup>st</sup> Qtr 2006).
- 4. Begin the process of incorporating the realignment of IT Division. Initially integrating Electronic Records Management into the Solutions section (1<sup>st</sup> Qtr, 2006), establishing the Business Analysis function through conceptual training, and initial engagements with the departments supported within the County (2<sup>nd</sup> Qtr, 2006) and the evolution of the Security and Compliance function within the Business Services section (4<sup>th</sup> Qtr, 2006) (Information Technology 4<sup>th</sup> Qtr 2006).
- 5. Transition Records Management billing and other administrative functions from Purchasing to Business Office staff (Business Office 1<sup>st</sup> Qtr 2006).

#### **Innovate and Seek Continuous Quality Improvement**

- 1. Implement the new investment disclosures required by Governmental Accounting Standards Board Statement 40 ("Deposit and Investment Risk Disclosures") with the 2005 Comprehensive Annual Financial Report (Accounting 2<sup>nd</sup> Qtr 2006).
- 2. Participate in work groups to evaluate e-payment initiatives, customer relations management (CRM) initiative, and document management system for more efficient County operations (Multi-Divisional 2006-2007).
- 3. With the Department of Emergency Preparedness, install the selected Mobile Data Computing software/hardware solution for the Sheriff's Department and agencies participating in the project (Information Technology 3<sup>rd</sup> Qtr 2006).
- 4. Working with the Collections Division, install and test the major upgrade of the Columbia Ultimate Business Systems (CUBS) to its most current supported version (Information Technology 4<sup>th</sup> Qtr 2006).
- 5. With the Facilities Division of DPW, complete the assessment of the future facility requirements for the current Computer Room. Design and plan an appropriate strategy to address the defined issues (Information Technology 2<sup>nd</sup> Qtr 2006).
- 6. Complete the development of the re-engineering of the IT infrastructure, linked to the County's business strategic plan and develop a related funding plan (Multi-Divisional 2<sup>nd</sup> Qtr 2007).

## Administration

Objectives/ Achievements

7. Complete the development of the interface between the County's PeopleLink system and the State WiSACWIS system for Health and Human Services (Information Technology – 2<sup>nd</sup> Qtr 2006).

### Retain and Develop a High Quality Workforce

- 1. In conjunction with the Sheriff's Department and Risk Management staff to plan, design, and implement a Fitness for Duty program for newly hired law enforcement officers. The tasks include establishment of a management/employee work group, selection of a consultant to perform a job analysis to determine the critical physical components and requirements of the jobs, and to develop a phased in implementation plan (Employment Services/Labor Relations 4th Qtr 2006).
- 2. Conduct a detail claims audit of the County Point of Service plan for both the active and retiree groups (Labor Relations 3rd Qtr 2006).
- 3. In conjunction with Risk Management implement a Countywide Light Duty program for addressing the return to work issues for employees following recovery and return to work from worker's compensation injury and illnesses (Employment Services 2nd Qtr 2006).

## Major Departmental Strategic Achievements from 7/01/04 to 6/30/05

## **Manage Resources With Fiscal Prudence**

- Completed the "pilot" project to install and test "thin client" devices as replacement to PCs for the Jail division of the Sheriff's Department. Results indicate a small change in the strategy. Expansion of the use of Citrix has been successful for the Senior Services SAMS system, the upgraded Ceridian Payroll/HRIS system, and the Parks CLASS system (Goal 2.3 - Information Systems).
- 2. Implemented a redesigned Retiree Health Insurance program. Worked with plan administrators, actuaries, and the Retiree Advisory Committee to redesign the retiree health insurance program (Goal 2.2 Labor Relations).
- 3. Completed the production installation of the EZ Access Tax Records system for the Register of Deeds Tax Listing system (Goal 4.1 Multi-Divisional).
- 4. Updated and enhanced the Internal five-year financial forecast model working with a consultant to tailor the forecast model to the County needs using aspects of our existing forecast model to improve and assist in early identification of future years funding gaps (shortfalls) based on certain assumptions and "what if" scenarios while more easily the updating and forecast process (Goal 2.1 Budget).
- 5. Coordinated County effort in analysis of Governor's 2005-2007 Budget proposal for impacts on County funding, services/program and prepared summary document of impact on County for Legislative delegation (Budget).

## **Provide Comprehensive Customer Service**

- Completed the transition of Business Continuity (BC) functions from Purchasing to Department of Emergency Preparedness. Provided all background information, trained their staff on BC software administration, provided written documentation on all requirements, had Emergency Preparedness staff "shadow" on both the table top and live 2005 exercise so that they can handle 2006 exercise independently and have transitioned all budget, website, training and contract issues to them (Goal 5.2 - Purchasing).
- 2. Completed testing of the Business Continuity website at the Application Service Provider (ASP) provider and the functionally and availability was confirmed. When the website is activated during a BC event, there will be a public view and a view for employees/BC team members, both of which are password protected. Completed testing of the Business Continuity software upgrade and trained all Business Continuity enterers in its new capabilities including the provision of training materials (Goal 2.5 Purchasing).
- 3. Installed the secondary Storage Area Network environment at the Waukesha County Communications Center (WCCC), allowing data replication for Business Continuity for county systems, and allowing for full replication of Computer-Aided dispatch information, to allow for system activation at the backup dispatch site, in the event of a catastrophic event happening at the WCCC (Information Systems).

### **Innovate and Seek Continuous Quality Improvement**

- 1. Planned for and assisted with the transfer of most business and financial management aspects of Radio Services division transfer to the Department of Emergency Preparedness (Goal 5.2 Budget).
- 2. Completed the production installation of all partner agencies, into the Waukesha County Communications Center Spillman system. With the conversion and transition of the City of Brookfield, the initiative has been completed. Post-installation to the latest version of the Spillman modules was also completed (Goal 5.2 Information Systems).
- 3. Completed the installation of the Wide Area Network (WAN) that links all participating agencies to the County for access to the Spillman Computer Aided Dispatch (CAD) and Law Records Management Systems (Information Systems).
- 4. Implemented the required security measures to bring the County into HIPAA security compliance as required by federal mandate (Goal 1.3 Information Systems).
- 5. Implemented compliance with Governmental Accounting Standards Board (GASB) Statement 44 ("Economic Condition Reporting: The Statistical Section") in the 2004 Comprehensive Annual Financial Report (CAFR). This change was implemented one year ahead of schedule, and Waukesha County's schedules are currently being considered by GASB as examples for inclusion in an upcoming Implementation Guide (Goal 1.7 Accounting).
- 6. After testing by both County employees and vendors, the Purchasing on-line bidding functionality went live February 28, 2005 with informal bids, and in April, expanded to formal bids. Beginning in May, surveys were sent to vendors to obtain their feedback on the use of our website (Goal 4.5 Purchasing).
- 7. Completed the installation and authentication of the Avatar PM module for Health and Human Services, including the Ability to Pay module required by the department and the generation of Family Statements. This brought the County into compliance with the Health Insurance Portability and Accountability Act (HIPAA) EDI transaction requirements targeted for 2003 (Information Systems).
- 8. Completed the production transition to the State Protect system for the District Attorney (Information Systems).

#### Retain and Develop a High Quality Workforce

- 1. Implemented an Advanced Management University training program in the areas of Risk Management, Labor Relations and Leadership (Goal 3.2 Employment Services).
- 2. Established a formal labor/management structure as a venue for open and direct communications between the County and the labor organizations representing 75% of the County's workforce. Areas discussed include health care cost containment strategies, County policies and procedures and other County initiatives (Labor Relations).
- 3. Implemented a quarterly Human Resources newsletter for all County employees. Goal is to inform, educate, reinforce critical County policies, provide information on employee benefits and training opportunities, as well as upcoming events and deadlines.

## **Administrative Services**

## **Program Description**

The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support to divisions and proprietary operations of the Department of Administration and the Director of Administration. This program includes most of the administrative personnel costs associated with the DOA General Fund.

	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	11.78	12.00	12.00	11.80	(0.20)
Personnel Costs	\$548,102	\$524,078	\$517,501	\$512,217	(\$11,861)
Operating Expenses	\$19,036	\$42,825	\$40,838	\$40,850	(\$1,975)
Interdept. Charges	\$32,315	\$23,768	\$23,768	\$28,204	\$4,436
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$599,453	\$590,671	\$582,107	\$581,271	(\$9,400)
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$92	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$92	\$0	\$0	\$0	\$0
Tax Levy	\$586,858	\$590,671	\$590,671	\$581,271	(\$9,400)

Exp. (Over) Under Rev. & Levy	(\$12,503)	-	\$8,564	-	-
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## **Program Highlights**

Personnel costs decrease mostly due to increased vacancy and turnover for the department and a decrease in temporary extra help hours, partially offset by an increase in cost to continue and increased health insurance costs, including an increase for a family plan from a single plan for a new employee. Operating expenses decrease due to a reduction in third party temp help. Interdepartmental charges increase due to End User Operations and Technology Fund charges.

#### **Performance Measure Description**

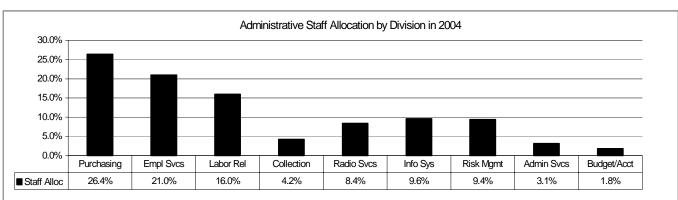
Backup coverage should occur 100% of the time when division administrative staff has planned absences. In cases of unplanned absences where Administrative Services is notified (such as sick leave and unplanned medical leave), the long-term goal is to provide coverage at least 95% of the time (2001 strategic plan).



	2004	2005	2005	2006	Budget
Performance Measures	Actual	Budget	Estimate	Budget	Change
Coverage – Planned Absences	100%	100%	100%	100%	0%
Coverage – Unplanned Absences	100%	100%	100%	100%	0%



## **Activity**



## **Business Office**

## **Program Description**

The Business Office program coordinates the development and monitoring of the Department of Administration budget, assists divisions and other County departments in their business operations, financial functions, and financial analyses. It also provides tax billing services and assistance to the Treasurer and Register of Deeds in providing tax collection and Notice of Assessment services.

Tax Levy	(\$195,523)	(\$462,978)	(\$462,978)	(\$467,246)	(\$4,268)
Total Revenues:	\$888,920	\$966,520	\$966,320	\$962,538	(\$3,982)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$524,818	\$458,992	\$458,792	\$476,370	\$17,378
Charges for Services	\$166,005	\$165,406	\$165,406	\$121,926	(\$43,480)
General Government	\$198,097	\$342,122	\$342,122	\$364,242	\$22,120
Total Expenditures:	\$489,428	\$503,542	\$502,517	\$495,292	(\$8,250)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$8,081	\$8,632	\$8,632	\$9,238	\$606
Operating Expenses	\$50,479	\$47,546	\$47,518	\$17,750	(\$29,796)
Personnel Costs	\$430,868	\$447,364	\$446,367	\$468,304	\$20,940
Staffing (FTE)	5.55	5.50	5.50	5.50	0.00
	Actual	Budget	Estimate	Budget	Change
	2004	2005	2005	2006	Budget

Exp. (Over) Under Rev. & Levy \$203,969 - \$825	Exp. (Over) Under Rev. & Levy	\$203,969	-	\$825	-	-
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## **Program Highlights**

Personnel costs increase due to cost to continue existing staff. Operating expenses decrease mostly due to the elimination of CAMA by \$29,200 and reductions in travel and tuition by \$1,200. Interdepartmental charges increase due to End User Operations & Technology Fund charges. General government and Interdepartmental revenues increase due to an increase in County indirect charges by \$42,500, partially offset by a decrease in business office charges to the Radio Division with it's transfer to the Department of Emergency Preparedness by \$3,000. Charges for services decrease by \$45,900 due to the termination of CAMA (assessment system) provided services with Menomonee Falls and Muskego transitioning to their new systems.

## **Performance Measure Description**

These performance measures illustrate the taxation process and will have implications on customer satisfaction.

2004



	2004	2005	2005	2006	Buaget
Performance Measures	Actual	Budget	Estimate	Budget	Change
# Tax bills reprinted due to	3	0	2	3	3
agency/County error					
Average # of days to produce tax bill	4.1	3.0	3.5	3.2	0.2
First date tax bills provided	11/30/04	11/30/05	11/30/05	11/29/06	(1)
Last date tax bills provided	12/16/04	12/14/05	12/16/05	12/15/06	1

2005

2005

2000

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Activity	2004	2005	2005	2006	Budget
•	Actual	Budget	Estimate	Budget	Change
# Tax Billing Customers	34	33	33	34	1
# Property Tax Bills	97,921	98,685	98,685	99,400	715
# Notice of Assessment Customers	18	18	18	18	0
# Notice of Assessments	10,856	11,269	10,000	10,856	(413)
# Online Payments	2,282	2,380	2,360	2,500	120
\$ Online Payments	\$7,049,452	\$6,908,283	\$8,100,000	\$8,545,000	\$1,636,717

**Payroll** 

## **Program Description**

The Payroll program provides support to all County agencies in preparation and monitoring of payroll data. In addition, program personnel work in conjunction with the Employment Services Division in maintaining an effective human resources/payroll reporting system, audit countywide payroll in accordance with established County policies and procedures and in compliance with state and federal regulations, and file required payroll reports to various reporting agencies.

Tax Levy	\$261,100	\$260,232	\$260,232	\$268,587	\$8,355
Total Revenues:	\$39,156	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$39,156	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
General Government	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$219,351	\$260,232	\$260,066	\$268,587	\$8,355
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$5,386	\$9,030	\$9,030	\$5,971	(\$3,059)
Operating Expenses	\$57,952	\$92,163	\$92,043	\$97,849	\$5,686
Personnel Costs	\$156,013	\$159,039	\$158,993	\$164,767	\$5,728
Staffing (FTE)	2.54	2.55	2.55	2.52	(0.03)
	Actual	Budget	Estimate	Budget	Change
	2004	2005	2005	2006	Budget

Exp. (Over) Under Rev. & Levy \$80,905	- \$166	-	-
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#### **Program Highlights**

Personnel costs increase due to cost to continue existing staff, partially reduced by \$1,000 for overtime. Operating expenses increase mostly due to contracted services from Ceridian. Interdepartmental charges decrease mostly due to End User Operations & Technology Fund charges.

## **Performance Measure Description**

Payroll exception checks (errors and omissions of the payroll staff) should not exceed 0.1% (one tenth of a percent) of the total number of payroll checks processed. See below for related activity data: Paychecks Processed and Payroll Exception Checks. New system implemented in 2004.



Performance Measures	2004	2005	2005	2006	Budget
	Actual*	Budget	Estimate	Budget	Change
% of Payroll Exception Checks to Total Checks Processed	0.09%	0.03%	0.03%	0.01%	(.02%)



Activity	2004 Actual*	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Paychecks Processed	44,181	45,000	44,000	44,000	(1,000)
Payroll Exception Checks	41	15	15	5	(10)
W2s Processed	2,097	2,200	2,100	2,100	(100)

<sup>\*</sup>Due to payroll errors during upgrade to new payroll system.

Rudget

2006

## Accounting Services/Accounts Payable

## **Program Description**

The Accounting Services/Accounts Payable program provides support to all County agencies in establishing and maintaining an effective accounting and financial reporting system and County-wide system of internal control in accordance with generally accepted accounting principles and in the processing of vendor invoices to ensure payments are made in a timely manner. In addition, program personnel prepare annual financial statements, work in conjunction with the Budget Division in maintaining financial assets and monitoring expenditures against annual and capital budgets, prepare financial analyses, assist the Treasurer's Office in investment of cash and audit transactions so that requisitions and payments are accurate and for a legitimate purchase of goods and services in accordance with the Adopted Budget.

	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	6.50	6.53	6.53	6.51	(0.02)
Personnel Costs	\$468,508	\$483,582	\$484,223	\$504,616	\$21,034
Operating Expenses	\$110,473	\$118,799	\$118,520	\$107,379	(\$11,420)
Interdept. Charges	\$15,821	\$14,124	\$14,124	\$14,098	(\$26)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$594,802	\$616,505	\$616,867	\$626,093	\$9,588
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,199	\$700	\$700	\$1,000	\$300
Interdepartmental	\$25,000	\$32,000	\$32,000	\$39,000	\$7,000
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$4,653	\$0	\$0	\$0	\$0
Total Revenues:	\$30,852	\$32,700	\$32,700	\$40,000	\$7,300
Tax Levy	\$394,184	\$583,805	\$583,805	\$586,093	\$2,288

Exp. (Over) Under Rev. & Levy	(\$169,766)	-	(\$362)	-	-



## **Program Highlights**

Personnel costs increase due to cost to continue existing staff, partially reduced by \$750 of overtime. Operating expenses decrease mainly due to reduced Oracle maintenance by \$8,500, reduced training by \$2,600 and reduced travel by \$2,000, partially offset by increased audit services by \$1,300. Interdepartmental revenues increase due to financial services provided to the Treasurer.

## **Performance Measure Description**

- \* Monthly close of financial system occurs on the 5<sup>th</sup> business day after each month end, with the exception of December, which remains open later for accruals and auditing.
- \*\* The procurement card program is intended to provide a more rapid receipt of low cost items, and to reduce the administrative costs associated with the payment for those purchases. Monitoring of the average transaction amount provides assurance that larger transactions more appropriate to the accounts payable system are not being charged.

2005

2005



Performance Measures	Actual	Budget	Estimate	Budget	Change
% of Monthly Closes on Time *	100%	100%	100%	100%	0%
Average Procard Transaction **	\$120	\$118	\$118	\$118	\$0

2004



Activity	2004	2005	2005	2006	Budget	
	Actual	Budget	Estimate	Budget	Change	
Budget Entries Prepared	1,082	900	975	950	50	
Journal Entries Audited	2,847	3,000	3,000	3,000	0	
Requisition Lines Audited	2,534	2,700	2,600	2,700	0	
Invoice Lines (Direct Buys) Audited	85,299	80,000	83,000	83,000	3,000	
Procard Lines Entered/Audited	9,271	9,500	9.500	9,500	0	

# **Budget Management**

# **Program Description**

The Budget Management program is responsible for providing technical assistance to County agencies in preparing annual operating, capital planning and capital project budget requests. The program also provides technical assistance to the County Executive, Finance and other County Board Standing Committees in performing budget reviews, monitoring fiscal analyses on budget requests, grants, and other issues having a fiscal impact.

	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	5.54	5.43	5.43	5.48	0.05
Personnel Costs	\$435,224	\$456,690	\$456,690	\$486,721	\$30,031
Operating Expenses	\$31,610	\$33,462	\$28,392	\$32,274	(\$1,188)
Interdept. Charges	\$9,987	\$8,832	\$8,832	\$10,968	\$2,136
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$476,821	\$498,984	\$493,914	\$529,963	\$30,979
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$23	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$12,000	\$0	\$4,775	\$0	\$0
Total Revenues:	\$12,023	\$0	\$4,775	\$0	\$0
Tax Levy	\$481,581	\$498,984	\$498,984	\$529,963	\$30,979

	Exp. (Over) Under Rev. & Levy	\$16,783	-	\$9,845	-	-
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## **Program Highlights**

Personnel costs increase due to cost to continue existing staff, an employee with no health insurance electing single coverage and a mid-year shift of 0.05 FTE personnel costs of the Budget Manager no longer allocated to Radio Services operations. Operating expenses decrease mostly due to reduced contract services for budget studies. Interdepartmental expenses increase due to higher End User Operations & Technology Fund charges.

- (a) A tax rate stability standard, not exceeding a plus or minus 5% tax rate change from the prior year, should maintain operational stability. The tax rate is expressed per thousand dollars of equalized value. (Tax rate has been reduced 16 straight years).
- (b) Capital projects are partially funded through the issuance of general obligation promissory notes and investment earnings on Capital Projects Fund Balance. The goal is to borrow less than 80% of net capital project expenditures before other financing sources are applied (investment income) by budgeting tax levy at a minimum of 20% of budget year net capital project expenditures. (see Capital Project section)
- (c) Debt service should not exceed 10% of total governmental operating expenditures. (see Debt Service section)



Performance Measures	Standard	2003 Actual	2004 Actual	2005 Budget	2006 Budget	Budget Change
Tax Rate Stability (a) Actual % Change	+/- 5% prior year	\$2.3102 (4.57%)	\$2.2095 (4.36%)	\$2.1101 (4.55%)	\$1.9634 (6.95%)	(\$0.1467) N/A
Capital Project Borrow (b)	< 80% of Net	69.6%	72.0%	72.6%	72.3%	(0.3%)
Debt Service (c)	<= 10%	6.9%	6.6%	5.9%	6.3%	0.4%

# Information Technology Business Services

(Formally Information Systems Support)

# **Program Description**

The IT Business Services program is responsible for providing IT expertise to assist departmental customers in integrating and blending business objectives with technology opportunities to maximize their overall efficiency. This section works cooperatively with departments to identify new IT initiatives/ opportunities that are supported by developed business case and return on investment analysis. This program also serves as the central point for providing IT communication, ownership and accountability and expertise to all customer departments.

Tax Levy	\$117,419	\$177,913	\$177,913	\$661,750	\$483,837
Total Revenues:	\$9,460	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$9,460	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
General Government	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$115,214	\$177,913	\$174,823	\$661,750	\$483,837
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$5,406	\$71,848	\$69,536	\$69,906	(\$1,942)
Operating Expenses	\$63,780	\$58,375	\$58,210	\$81,077	\$22,702
Personnel Costs	\$46,028	\$47,690	\$47,077	\$510,767	\$463,077
Staffing (FTE)	0.30	0.30	0.30	4.30	4.00
	Actual	Budget	Estimate	Budget	Change
	2004	2005	2005	2006	Budget

Exp. (Over) Under Rev. & Levy \$11,665 - \$3,090
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# **Program Highlights**

Information Technology reorganization is primarily responsible for the personnel costs increase offset in other areas (see Information Technology Solutions). Operating expenses increase mostly due to training by \$25,000 and contract services by \$3,000, partially offset by reduced computer software by \$3,000, reduced computer equipment by \$1,800 and reduced printing by \$600.

# **Performance Measure Description**

(a) Industry Average is 15% -20%



	2004	2005	2005	2006	Budget
Performance Measures	Actual	Budget	Estimate	Budget	Change
Staff Turnover (a)	8.8% / 3	5.9% / 2	8.8% / 3	8.8% / 3	2.9% / 1
Business Case Return On					
Investment*	N/A	N/A	N/A	N/A	N/A
Reviews – turnaround time*	N/A	N/A	N/A	N/A	N/A

<sup>\*</sup>New unit to be developed in 2006

# Information Technology Infrastructure

(Formally Network Support)

# **Program Description**

The IT Infrastructure program provides support for the County's centralized computer file and application servers, computer network, and the web server and related software. Information Technology Infrastructure includes installation and maintenance of the enterprise network, which connects devices on the Courthouse campus, and also communication links to remote County sites, the Internet, the State network, municipalities and "dial-in" users.

	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	11.61	11.60	11.60	11.60	0.00
Personnel Costs	\$1,079,494	\$1,133,385	\$1,116,478	\$1,162,433	\$29,048
Operating Expenses	\$53,459	\$61,767	\$58,767	\$58,793	(\$2,974)
Interdept. Charges	\$82,950	\$52,089	\$51,103	\$57,322	\$5,233
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$1,215,903	\$1,247,241	\$1,226,348	\$1,278,548	\$31,307
Charges for Services	(\$80)	\$0	\$0	\$0	\$0
Other Revenue	\$8	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$887	\$0	\$0	\$0	\$0
Total Revenues:	\$815	\$0	\$0	\$0	\$0
Tax Levy	\$1,247,770	\$1,247,241	\$1,247,241	\$1,278,548	\$31,307
Exp. (Over) Under Rev. & Levy	\$32,682	-	\$20,893	-	-



## **Program Highlights**

Personnel costs increase due to cost to continue and increased health insurance. Operating expenses decrease mostly due to reduced computer software by \$2,000 and reduced maintenance by \$1,000. Interdepartmental charges increase mostly due to increased End User Operations & Technology Fund charges.

- (a) Major system availability is an average of the percentage of time that major systems are available (i.e., "up") during planned availability periods.
- (b) Average response time in seconds is a measure of how much time it takes a PC user to hit the enter key and when they see the response on the screen. The response time reflects the efficiency and speed of the network.
- (c) Speed of data links is the average speed that data is transmitted across our internal network links.
- (d) Severity 1 User has called the help desk with a problem and a system problem of a critical nature prevents them from doing their job.



	2004	2005	2005	2006	Budget
Performance Measures	Actual	Budget	Estimate	Budget	Change
Major System Availability (a)	98.5%	99.9%	98.9%	99.9%	0%
Ave. Response in Seconds (b)	3	3	3	3	0
Speed of Data Links in mbs (c)	100/1000	100/1000	100/1000	100/1000	0
Software patches applied in defined time frames	100%	100%	98%	100%	0%
Network Support projects are completed and implemented within planned time frame	95%	95%	100%	95%	0%
Response time to Severity 1 support calls within 15 minutes (d)	95%	98%	97%	98%	0%
Severity 1 Problem resolution within 4 hours (d)	95%	98%	100%	98%	0%



	2004	2005	2005	2006	Budget	
Activity	Actual	Budget	Estimate	Budget	Change	
Login Add/Change Forms Processed	1,120	1,100	980	1,100	0	
IBM RS/6000 Servers	16	16	16	14	(2)	
Major Novell and NT Servers	97	100	98	115	15	
Remote Network Links	54	54	54	58	4	

# Information Technology Solutions

(Formally Applications Development)

# **Program Description**

The IT Solutions program supports large computer data applications used by County staff. This support can include either developing "custom" software or implementing "package" software systems. The support also includes enhancing the systems and resolving problems with software use.

	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	11.30	11.30	11.30	5.30	(6.00)
Personnel Costs	\$998,120	\$1,202,849	\$1,136,808	\$562,956	(\$639,893)
Operating Expenses	\$37,918	\$47,467	\$44,832	\$44,443	(\$3,024)
Interdept. Charges	\$73,032	\$60,569	\$60,269	\$61,972	\$1,403
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$1,109,070	\$1,310,885	\$1,241,909	\$669,371	(\$641,514)
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	(\$123)	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$1,125	\$0	\$0	\$0	\$0
Total Revenues:	\$1,002	\$0	\$0	\$0	\$0
Tax Levy	\$1,280,373	\$1,310,885	\$1,310,885	\$669,371	(\$641,514)

	Exp. (Over) Under Rev. & Lev	y \$172,305	-	\$68,976	-	-
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# **Program Highlights**

Personnel costs decrease due to the transfer of 4.0 FTEs to Information Technology Business Services and 2.0 FTEs to End User Operations & Technology Fund, partially offset by cost to continue. Operating expenses decrease mostly due to reduced tuition by \$2,000 and reduced contracted services by \$1,900. Interdepartmental charges increase mostly due to increased End User Operations & Technology Fund charges.

- (a) Excluding vendors not meeting schedule unrelated to Applications Development performance.
- (b) Severity 1 User has called the help desk with a problem and a system problem of a critical nature prevents them from doing their job.



Performance Measures	2004	2005	2005	2006	Budget
Periorillarice Weasures	Actual	Budget	Estimate	Budget	Change
Software implementation Project Definitions match the initial project specifications	85%	100%	90%	100%	0%
Software patches applied in					
defined time frames	90%	100%	90%	95%	(5%)
Applications Development projects are completed and implemented within planned time frame (a)	85%	95%	90%	95%	0%
Response time to Severity 1 support calls within 15 minutes (b)	95%	98%	97%	98%	0%
Severity 1 Problem resolution within 4 hours (b)	85%	98%	100%	98%	0%

# **Employment Services / Training**

#### **Program Description**

The Employment Services program is responsible for the implementation of federal and state employment and labor laws, personnel recruitment and selection, processing new applications and applicant tracking, and wage and salary administration. The Training program provides training and education assistance to County employees in order to improve the quality of County services, assist employees in the performance of their jobs and prepare employees for promotional opportunities.

	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	4.00	4.00	4.00	4.00	0.00
Personnel Costs	\$362,996	\$382,388	\$381,235	\$400,203	\$17,815
Operating Expenses	\$110,504	\$161,410	\$155,495	\$153,619	(\$7,791)
Interdept. Charges	\$51,158	\$35,178	\$35,178	\$37,005	\$1,827
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$524,658	\$578,976	\$571,908	\$590,827	\$11,851
Charges for Services	\$27	\$50	\$50	\$50	\$0
Other Revenue	\$21,927	\$27,500	\$27,500	\$27,500	\$0
Appr. Fund Balance	\$5,500	\$0	\$0	\$0	\$0
Total Revenues:	\$27,454	\$27,550	\$27,550	\$27,550	\$0
Tax Levy	\$538,142	\$551,426	\$551,426	\$563,277	\$11,851
Exp. (Over) Under Rev. & Levy	\$40,938	-	\$7,068	-	-



#### **Program Highlights**

Personnel costs increase due to cost to continue existing staff and increased benefit costs. Operating expenses decrease mostly due to reduced contract services no longer needed by \$2,800, office supplies by \$1,300, training by \$1,000, printing by \$1,000 and medical services by \$900. Interdepartmental charges increase mostly due to End User Operations Technology Fund charges. Revenues include commissions from cafeteria/vending of \$20,000, sale of County clothing and wellness revenues.

#### **Performance Measure Description**

(a) Correctional Officer (CO) external turnover is expected to remain at 15% or less to maintain stability within the Sheriff's Department. Internal turnover is not included in this statistic, as promoting CO's to Deputy Sheriff within the County is a positive move for the department. Although turnover was low in 2003 and 2004, it may increase in 2005 due to 20 newly funded positions that will be added in July 2005 due to the jail expansion.

(b) In 1996 through 1998, DOA partnered with Sheriff's Department to reduce turnover in Dispatch area by 25% from the base measure. This reduced hiring and training costs, as well as overtime costs for staff. The base measure is 5 turnovers out of 17 positions in 1994 and 1995; a 25% reduction resulted in turnover of 4 out of 17 positions, which was attained in 1997. DOA currently monitors and assists in the maintenance of this continuing objective. Beginning in 2004 the number of positions increase with the implementation of the Waukesha County Communications Center operations. In 2005 the new goal is to keep the turnover ratio under 20% for those telecommunicators who successfully pass probation.

(c) First graduation occurred in 2003. In 2003 program was opened to professionals who aspired to management. Employees take classes as they fit into their schedules and may take longer than one year to complete. Some employees take all courses, others just what interests them. A new group started in 2004 and graduated in 2005. In 2006 the program will be revised to be a self-study for new supervisors and managers in conjunction with a management mentoring program.



	2004	2005	2005	2006	Budget
Performance Measures	Actual	Budget	Estimate	Budget	Change
CO External Turnover (a)	8.5%	15%	14%	15%	0%
Telecommunicator Turnover (b)	19%	17%	19%	15%	-2%
Management U Graduates (c)	0	10	34	15	5



Activity	2004	2005	2005	2006	Budget
•	Actual	Budget	Estimate	Budget	Change
#of Seasonal,Temporary Employees Hired	330	180	315	320	140
# of Regular Full-Time Employees Hired	115	75	105	75	0
Promotions/Demotions/Transfers	92	75	121	75	0
Peak # of Employees on Payroll	1,843	1,825	1,876	1,875	50
# of County Employees Trained	1,496	1,300	1,191	1,350	50
# of Training Programs Conducted	101	80	105	102	22
# of Employee/Family Medical Leaves	163	N/A	165	170	N/A

# Employee Benefits / Labor Relations

# **Program Description**

The Employee Benefits program provides the administration of the County's benefit plans. The Labor Relations program manages the County's collective bargaining, grievance arbitration, and employee relations and performance functions.

Tax Levy	\$383,299	\$387,345	\$387,345	\$399,339	\$11,994
Total Revenues:	\$0	\$0	\$0	\$50,000	\$50,000
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$50,000	\$50,000
Charges for Services	\$0	\$0	\$0	\$0	\$0
General Government	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$377,384	\$387,345	\$383,785	\$449,339	\$61,994
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$11,436	\$10,342	\$10,342	\$9,167	(\$1,175)
Operating Expenses	\$39,500	\$39,163	\$39,163	\$90,201	\$51,038
Personnel Costs	\$326,448	\$337,840	\$334,280	\$349,971	\$12,131
Staffing (FTE)	3.00	3.00	3.00	3.00	0.00
	Actual	Budget	Estimate	Budget	Change
	2004	2005	2005	2006	Budget

Exp. (Over) Under Rev. & Levy \$5,915 - \$3,560 -	-
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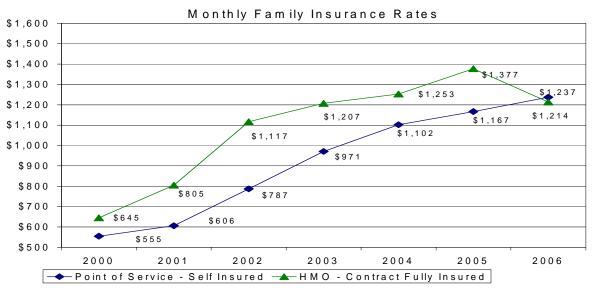


#### **Program Highlights**

Personnel costs increase due to cost to continue existing staff and increased benefit costs. Operating expenses increase mostly due to Point of Service claims audit by \$30,000 and health insurance fund consulting by \$20,000 formally budgeted in Non-departmental. Interdepartmental charges decrease due to End User Operations Technology Fund charges. Interdepartmental revenues are from the health insurance fund to offset the audit and consulting expenses.







Number of active employees	2001	2002	2003	2004	2005
participating	Actual	Actual	Actual	Actual	Actual
POS	1,128	1,117	1,153	1,100	1,097
HMO	116	106	113	174	213

# Purchasing

# **Program Description**

The Purchasing program is responsible for directing and coordinating the procurement of equipment, supplies and services required by the County. Program activities include: developing County purchasing policies and initiatives; drafting, negotiating and administering County contracts; and providing support and information (and/or making recommendations) to users on type, availability and costs of equipment, supplies and services (with consideration to benefits, effectiveness and efficiency). The division also manages the disposal or reallocation of the County fixed assets (excluding buildings).

Staffing (FTE)	Actual <b>4.26</b>	Budget <b>4.10</b>	Estimate 4.10	Budget <b>4.10</b>	Change <b>0.00</b>
		-			
Personnel Costs	\$329,659	\$352,562	\$329,928	\$347,728	(\$4,834)
Operating Expenses	\$22,844	\$46,313	\$34,829	\$42,825	(\$3,488)
Interdept. Charges	\$20,370	\$24,219	\$25,033	\$24,393	\$174
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$372,873	\$423,094	\$389,790	\$414,946	(\$8,148)
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,151	\$100	\$200	\$50	(\$50)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$37	\$100	\$0	\$0	(\$100)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$1,188	\$200	\$200	\$50	(\$150)
Tax Levy	\$419,651	\$422,894	\$422,894	\$414,896	(\$7,998)

Exp. (Over) Under Rev. & Levy \$47,966 - \$33,304
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# **Program Highlights**

Personnel costs reduce mostly due to a new employee replacing a previous employee at a lower salary and an existing employee electing less health and dental benefits. Operating expenses decrease due to across the board reductions. Interdepartmental charges increase mostly due to postage increases by \$2,000, partially offset by reduced by End User Operations & Technology Fund charges reduced by \$1,300.

#### **Performance Measure Description**

Ratings are based on a 4-point scale, with a 2.5 rating considered average (between fair and satisfactory). Goal of greater than or equal to 3.0 is higher than average.



	2004	2005	2005	2006	Budget
Performance Measures	Actual	Budget	Estimate	Budget	Change
On-Time Delivery	3.54	3.49	3.52	3.54	0.05
Quality Level	3.55	3.46	3.58	3.55	0.09
Customer Satisfaction	3.59	3.50	3.52	3.59	0.09



	2004	2005	2005	2006	Budget
Activity	Actual	Budget	Estimate	Budget	Change
Requisitions Processed	829	900	846	840	(60)
Purchase Orders Issued	937	957	940	950	(7)
RFP's Reviewed & Consulted	1	5	2	3	(2)
Bids/Proposals Issued	121	130	148	145	15

# **Fund Purpose**

The Risk Management Fund is an Internal Service Fund established to safeguard the financial security of the County by protecting its human, financial, and property assets from the adverse impact of loss by identifying and analyzing risks, considering alternatives and selecting risk treatment devices (control, reduction, retention, transfer), implementing appropriate treatment devices, preparing and guarding against catastrophic fiscal loss.

		2005			Change From	
	2004	Adopted	2005	2006	Adopted Bu	ıdget
Financial Summary	Actual	Budget	Estimate	Budget	\$	%
Personnel Costs	\$249,187	\$258,121	\$261,107	\$271,763	\$13,642	5.3%
Operating Expenses	\$1,614,162	\$1,679,704	\$1,613,772	\$1,674,982	(\$4,722)	-0.3%
Interdept. Charges	\$96,091	\$95,923	\$95,923	\$88,574	(\$7,349)	-7.7%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Debt Principle (memo) (a)	\$108,858	\$116,750	\$116,750	\$125,214	\$8,464	7.2%
Total Expenditures (a)	\$1,959,440	\$2,033,748	\$1,970,802	\$2,035,319	\$1,571	0.1%
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fines/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Service	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental (b)	\$935,239	\$953,100	\$953,100	\$959,922	\$6,822	0.7%
Other Revenue (c)	\$520,110	\$679,200	\$625,400	\$591,000	(\$88,200)	-13.0%
Appr. Fund Balance (d) (e)	\$335,272	\$401,448	\$401,448	\$484,397	\$82,949	20.7%
Total Revenues (b, c, d)	\$1,790,621	\$2,033,748	\$1,979,948	\$2,035,319	\$1,571	0.1%
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
.ux <b>201</b>	40	40	40	40	40	147.1
Operating Inc./(Loss) (e)	(\$168,819)	-	\$9,146	-	-	N/A
Position Summary (FTE)						
Regular Positions	3.20	3.20	3.20	3.20	0.00	
Extra Help	0.06	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	3.26	3.20	3.20	3.20	0.00	

<sup>(</sup>a) Total Expenditures and Net Operating Income exclude debt service principal payments to conform to financial accounting standards.

<sup>(</sup>b) Interdepartmental Revenues from charges to insured departments include tax levy funding.

<sup>(</sup>c) Other Revenues include investment income, which is down due to low rates of return on the investment income earnings.

<sup>(</sup>d) Risk Management Fund balance appropriations are as follows: 2004 Budget \$149,339 General Liability/Auto Liability/Other, \$185,933 Worker's Compensation; 2005 Budget \$188,496 General Liability/Auto Liability/Other, \$212,952 Worker's Compensation; 2006 Budget \$233,565 General Liability/Auto Liability/Other, \$250,832 Worker's Compensation.

<sup>(</sup>e) The 2004 net operating loss differs from the amount shown in the Comprehensive Annual Financial Report by the fund balance amount shown.

# **Departmental Strategic Objectives**

# **Comprehensive Customer Service**

- 1. Complete a hazard assessment; establish a written safety program and implement necessary training to achieve compliance with the following OSHA safety standards.
  - A. Personal Protective Equipment safety standard. (Strategic Plan Goal 1.2; 1st Qtr 2006)
  - B. Fall Protection safety standard. (Strategic Plan Goal 1.2; 1st Qtr 2006)
  - C. Powered Abrasive Wheel Equipment safety standard. (Strategic Plan Goal 1.2, 1st Qtr 2006)
  - D. Electrical safety standard. (Strategic Plan Goal 1.2; 4th Qtr 2006)
- 2. Continue to identify and implement necessary security related enhancements within County facilities with focus on security screening in order to protect the safety and the security of the people who work in, do business in and visit our buildings. (Ongoing)

# Major Departmental Strategic Achievements from 7/01/04 to 6/30/05

## **Comprehensive Customer Service**

- 1. Developed plan to implement remaining OSHA programs in 2005 and 2006 applicable to County operations (i.e. personal protective equipment, fall protection, powered abrasive wheel equipment, electrical safety) over the next two years. (Strategic Plan Goal 1.2)
- 2. Assisted affected departments with their HIPAA administrative simplification rules compliance efforts: chaired workgroup, analyzed rules, evaluated exposures, and provided direction. Area of focus has been to address the Security Rule. Efforts continue throughout 2005, as policies and procedures are implemented and employee training is provided. (Strategic Plan Goal 1.3)
- 3. Rolled out two new training sessions modules (Advanced Worker's Compensation & Accident Reporting/Investigation Techniques and Office Ergonomics) as part of Human Resources' Management University Program. (Strategic Plan Goal 3.2)
- 4. As Board Chair, led Wisconsin Municipal Mutual Insurance Company in its Executive Director recruitment and transition efforts.

# General/Auto Liability & Other Insurance

# **Program Description**

Management of the County's property and liability risks, safety and security programs and transfer of risk to insurance carriers or others where appropriate. Risk Management develops and implements a program which includes risk exposure identification and analysis, loss prevention and control, education and training of employees, contract monitoring and review, claims administration, self-insured loss reserve funding and insurance purchasing to reduce loss occurrences and their financial impact. Risk Management also monitors the County's investment in Wisconsin Municipal Mutual Insurance Company (WMMIC). This mutual insurance company was created by a group of large Wisconsin municipalities to provide general and police professional liability, errors and omissions and vehicle liability excess coverage for member counties (11) and cities (3).

	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	1.90	1.90	1.90	1.90	0.00
Personnel Costs	\$152,325	\$156,674	\$159,734	\$164,104	\$7,430
Operating Expenses	\$1,065,694	\$1,149,254	\$1,089,025	\$1,122,917	(\$26,337)
Interdept. Charges	\$94,674	\$94,368	\$94,368	\$87,144	(\$7,224)
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Debt-Principle (Memo) (a)	\$108,858	\$116,750	\$116,750	\$125,214	\$8,464
Total Expenditures (a)	\$1,312,693	\$1,400,296	\$1,343,127	\$1,374,165	(\$26,131)
Interdepartmental (b)	\$600,489	\$612,000	\$612,000	\$612,000	\$0
Other Revenue	\$471,274	\$599,800	\$563,400	\$528,600	(\$71,200)
Appr. Fund Balance (c)	\$149,339	\$188,496	\$188,496	\$233,565	\$45,069
Total Revenues (b)	\$1,221,102	\$1,400,296	\$1,363,896	\$1,374,165	(\$26,131)
Tax Levy	\$0	\$0	\$0	\$0	\$0

Operating Inc. /(Loss)(c)(a)	(\$91,591)	-	\$20,769	-	-

<sup>(</sup>a) Total Expenditures and Net Operating Income exclude debt service principal payments to conform to financial accounting standards.

<sup>(</sup>c) The 2004 net operating loss differs from the amount shown in the Comprehensive Annual Financial Report by the fund balance amount shown.



#### **Program Highlights**

The expenditures for this program decreased 2% or \$26,131. General/Vehicle Liability Insurance is budgeted to decrease \$13,900 or 5% based on premium forecasts. Pre-payments & Insurance Deductibles are budgeted to decrease \$9,000 or 8% based on historical trends. Estimated Future Claims payments decreased \$3,500 or 1% based on favorable actuarial trends and current reserve levels being at a 95% confidence level.

Department Insurance Charges (revenues) were held at previous years charges of \$612,000 with the assistance of \$233,565 Risk Management Fund Balance (prior years retained earnings). Other Revenues are budgeted to decrease \$71,200 or 15% due to current investment market conditions compared to previously higher budgeted revenues.

#### **Performance Measure Description**

The agency will review contracts in order to ensure that risk transfer controls are appropriate. The benchmark for this performance measure is set at 80% to ensure a timely response to Departments entering into contractual agreements .

2004

2004

2005

2005

2006



Performance Measures	<u>Budget</u>	Actual	<u>Budget</u>	<u>Estimate</u>	Budget
Percentage of contracts reviewed for risk exposure/transfer within 5 business days with a goal					-
of 80%	80%	92%	80%	80%	80%

<sup>(</sup>b) Interdepartmental revenues from charges to insured departments include tax levy funding.

# Workers' Compensation

# **Program Description**

Workers' Compensation provides for self-insured worker's compensation claims administration, excess worker's compensation insurance coverage, self-insured loss reserve funding and employee safety and loss control programs to prevent workplace injuries.

Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues (a)	\$569,519	\$633,452	\$616,052	\$661,154	\$27,702
Appr. Fund Balance (b)	\$185,933	\$212,952	\$212,952	\$250,832	\$37,880
Other Revenue	\$48,836	\$79,400	\$62,000	\$62,400	(\$17,000)
Interdepartmental (a)	\$334,750	\$341,100	\$341,100	\$347,922	\$6,822
Total Expenditures	\$646,747	\$633,452	\$627,675	\$661,154	\$27,702
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$1,417	\$1,555	\$1,555	\$1,430	(\$125)
Operating Expenses	\$548,468	\$530,450	\$524,747	\$552,065	\$21,615
Personnel Costs	\$96,862	\$101,447	\$101,373	\$107,659	\$6,212
Staffing (FTE)	1.36	1.30	1.30	1.30	0.00
	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change

Operating Inc. /(Loss) (b) (\$77,228) - (\$11,623) -	Operating Inc. /(Loss) (b)	(\$77,228)	-	(\$11,623)	-	-
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<sup>(</sup>a) Interdepartmental revenues from charges to insured departments include tax levy funding.

<sup>(</sup>b) The 2004 net operating loss differs from the amount shown in the Comprehensive Annual Financial Report by the fund balance amount shown.



# **Program Highlights**

The expenditures for this program increased \$27,702 or 4%. Worker's Compensation Self-Insured Claims payments are budgeted to increase \$12,000 or 10% based on claims payout trends. Estimated Future Claims payments are budgeted to increase \$6,600 or 3% based on actuarial data. Contracted services are budgeted to increase \$5,000 or 25% based on historical trends.

Department Insurance Charges (revenues) were held at a 2% increase \$6,822 with the assistance of appropriating \$250,832 Risk Management Fund Balance (prior year retained earnings). Other Revenues are budgeted to decrease \$17,000 or 21% due to current investment market conditions compared to previously higher budgeted revenues and historical trends for claim recoveries.

- (1) Benchmark is Bureau of Labor Statistics (BLS), U.S. Department of Labor, most current incident rates for Wisconsin local government. BLS incident rates are commonly used to evaluate Worker's Compensation Claims experience. These rates can help determine both problem areas and progress in preventing workrelated injuries and illnesses comparing ones performance to similar entities. Objective is to out perform other local governments in the state of Wisconsin. Incident rates represent the number of injuries and illnesses per 100 full-time workers calculated as (N/EH) x 200,000 where N = number of injuries and illnesses, EH = total hours worked by all employees, 200,000 = base for 100 equivalent full-time workers per BLS.
- (2) Claims data as of 06/05 trended to year-end.



Performance Measures	2004 Budget (1) Less than	2004 <u>Actual</u>	2005 <u>Budget (1)</u>	2005 <u>Estimate (2)</u>	2006 <u>Budget (1)</u>
Total Cases Incident Rate	7.7	6.9	Less than 7.1	6.7	Less than 6.5
Days Away from Work Incident Rate	Less than 2.8	2.0	Less than 2.4	1.1	Less than 2.3



# Activity - Risk Management Fund Overall

Output Indicators:	2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Estimate
Safety Inspections/Surveys	30	20	20	18	18
Safety Meetings	27	26	23	23	23
Training In-services	26	18	20	18	18
Beat Articles/Flyers	2	1	2	2	3
Contracts & Ins Certificates Reviewed	361	352	499	507	503
Efficiency Indicators: Total Purchased Insurance Premium Cost of Insurance Per \$1,000 of County Expenditures*	\$391,557 \$2.27	\$445,363 \$2.49	\$586,723 \$3.21	\$666,926 \$3.36	\$632,437 \$2.98
Total R. M. Expenditures Cost of Risk Per \$1,000 of County Expenditures*	\$1,608,982 \$9.34	\$1,993,024 \$11.16	\$1,316,747 \$7.20	\$1,959,440 \$9.87	\$1,970,802 \$9.27

<sup>\*</sup>excludes capital projects & debt service



# **Activity -- General/Auto Liability & Other Insurance Program**

Output Indicators:	2001	2002	2003	2004	2005
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<b>Estimate</b>
#Property/Auto Physical Claims	71	72	66	51	65
Paid & Reserve Net of Subro	\$224, 897	\$134,199	\$126,757	\$148,642	\$158,600
Average Cost Per Claim	\$3,168	\$1,864	\$1,921	\$2,915	\$2,440
Subrogation Collections	\$28,307	\$23,912	\$50,706	\$12,416	\$18,400
#General/Auto Liability Claims	79	65	69	57	68
Paid & Reserve	\$195,386	\$78,799	\$113,229	\$89,686	NA
Average Cost Per Claim	\$2,473	\$1,212	\$1,742	\$1,661	NA

Note: Accident year claims data valued as of 3/31/05.

NA=estimates not available due to need for actuarial analysis.



# **Activity -- Workers' Compensation Program**

Output Indicators:	2001	2002	2003	2004	2005
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<b>Estimate</b>
# Worker's Compensation Claims	129	132	97	121	127
Paid & Reserve Net of Subro	\$365,849	\$398,773	\$456,116	\$374,455	NA
Average Cost Per Claim	\$2,836	\$2,953	\$4,702	\$3,095	NA

Note: Accident year claims data valued as of 03/31/05.

\$ Includes legal expenses and disability pay.

NA=estimates not available due to need for actuarial analysis.

# Administration Fund Purpose/ Summary/Capital Projects

# **Fund Purpose**

The Communications Division operates as an Internal Service fund by providing countywide telecommunication systems and services. The program is responsible for installing, operating, and maintaining County telephones and other telecommunication equipment and services.

	2004	2005 Adopted	2005	2006	Change Fro	
Financial Summary	Actual	Budget	Estimate	Budget	\$	%
Personnel Costs	\$170,726	\$181,107	\$180,190	\$188,538	\$7,431	4.1%
Operating Expenses	\$515,213	\$563,428	\$563,413	\$589,998	\$26,570	4.7%
Interdept. Charges	\$19,461	\$22,578	\$22,578	\$22,656	\$78	0.3%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$705,400	\$767,113	\$766,181	\$801,192	\$34,079	4.4%
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$787,626	\$790,307	\$782,736	\$791,100	\$793	0.1%
Appr. Fund Balance (a)(c)	\$24,000	\$0	\$0	\$8,400	\$8,400	N/A
Other Revenue	\$6,836	\$2,168	\$1,692	\$1,692	(\$476)	-22.0%
Total Revenues	\$818,462	\$792,475	\$784,428	\$801,192	\$8,717	1.1%
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Operating Inc./(Loss) (b)(c)	\$113,062	\$25,362	\$18,247	-	(\$25,362)	-100.00%
Position Summary (FTE)						
Regular Positions	2.35	2.35	2.35	2.35	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.01	0.07	0.07	0.07	0.00	
Total	2.36	2.42	2.42	2.42	0.00	

<sup>(</sup>a) Communications includes a fund balance appropriation of \$24,000 in 2004 for contract services to determine the appropriate system in 2005 and of \$8,400 in 2006 to stabilize charges to departments.

#### **Current & Proposed Capital Projects**

Proj#	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '05	Estimated Operating Impact	A = Annual T = One- Time
200207	Telecommunications Environment Upgrade (a)	2006	\$800,000	10%	TBD	A

<sup>(</sup>a) Coordinated project with Department of Administration – Information Technology.

<sup>(</sup>b) Operating income in 2004 and 2005 offsets the prepayment of a 2-year contract in 2003.

<sup>(</sup>c) The 2004 net operating income differs from the amount shown in the Comprehensive Annual Financial Report by the fund balance amount shown.

# **Departmental Strategic Objectives**

# **Innovate and Seek Continuous Quality Improvement**

- 1. Implement Telecommunications Solution & Infrastructure Analysis & Upgrade Capital Project. (3<sup>rd</sup> Qtr. 2006)
- 2. Develop an RFP for a new telecommunications system. (4<sup>th</sup> Qtr. 2006)

# Major Departmental Strategic Achievements from 7/01/04 to 6/30/05

## **Manage Resources With Fiscal Prudence**

1. Implemented a 4.65% (\$1.00/month/line) rate reduction on fixed regular telephone charges and 2.6% (\$.50/month/line) rate reduction on fixed cellular charges.

## **Provide Comprehensive Customer Service**

- 1. Implemented new voice and data at the Waukesha County Communication Center (WCCC) including the addition of the Emergency Preparedness group to the center.
- 2. Upgraded telecommunications and data needs at Retzer Nature Center during their construction/ remodeling project. This included a new Dmark into the building and new wiring to all locations within the building.

# **Innovate and Seek Continuous Quality Improvement**

1. Completed the telecommunication study, which concluded that the Voice Over IP is a viable solution for Waukesha County and led to the Telecommunication Solution & Infrastructure Analysis and Upgrade Project.



# **Program Highlights**

Personnel costs increase due to cost to continue existing staff. Operating expenses increase mostly due to the Centrex contract pre-payment expiring in May 2005 resulting in full costs for all twelve months in 2006 versus partial costs for four months and full costs for eight months in 2005. Interdepartmental charges increase due to increase in End User Operations and Technology Fund charges. Interdepartmental revenues increase mostly due to increased number of lines, partially offset by a decrease in phone usage. Other revenues decrease mostly due to a decrease in pay phone commissions. Fund balance increase is used to stabilize charges to departments.

# **Performance Measure Description**

The performance measure describes the telecommunication systems and capabilities of the County.



Performance Measures	2004 Actual	2005 Budget	2005 Estimate	Budget	Budget Change
Monthly Charge:					
Centrex telephone lines	\$20.00	\$19.00	\$19.00	\$19.00	\$0.00
Cellular phones	\$19.00	\$18.50	\$18.50	\$18.50	\$0.00
Availability/Up time	99%	99%	99%	99%	0%



Activity	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
# of Regular Telephone Lines	1,815	1,852	1,865	1,869	17
# of Business Set Lines	161	160	160	160	0
# of Cellular Phones	275	284	280	280	(4)

# Administration Fund Purpose/ Summary/Capital Projects

## **Fund Purpose**

The Collections Division (1) operates as an Internal Service fund by providing financially responsible centralized collection services to all agencies of the County and participating external Waukesha County municipalities; (2) generates savings to taxpayers by maximizing the collection of dollars owed to the County in the most consistent, timely, efficient, and cost effective manner possible in compliance with all laws, rules, and regulations; (3) strives toward a fair and equitable balance between clients who receive goods and services from the County and taxpayers who bear the cost of unpaid goods and services.

		2005			Change From	2005
	2004	Adopted	2005	2006	Adopted Bu	dget
Financial Summary	Actual	Budget	Estimate	Budget	\$	%
Personnel Costs	\$419,143	\$437,076	\$437,268	\$457,418	\$20,342	4.7%
Operating Expenses	\$60,144	\$153,350	\$111,030	\$150,720	(\$2,630)	-1.7%
Interdept. Charges	\$98,162	\$97,625	\$98,425	\$110,408	\$12,783	13.1%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$577,449	\$688,051	\$646,723	\$718,546	\$30,495	4.4%
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$86,407	\$63,000	\$80,000	\$66,500	\$3,500	5.6%
Interdepartmental	\$350,117	\$406,225	\$455,000	\$455,950	\$49,725	12.2%
Other Revenue	\$234,718	\$174,551	\$175,390	\$159,046	(\$15,505)	-8.9%
Appr. Fund Balance (a) (b)	\$12,000	\$44,275	\$44,275	\$37,050	(\$7,225)	-16.3%
Total Revenues	\$683,242	\$688,051	\$754,665	\$718,546	\$30,495	4.4%
Tax Levy (c) (memo)	(\$75,000)	(\$95,000)	(\$95,000)	(\$95,000)	\$0	0.0%
Operating Inc./(Loss) (b)	\$105,793	-	\$107,942	-	-	N/A
Position Summary (FTE)						
Regular Positions	5.75	5.75	5.75	5.75	0.00	
Extra Help	1.04	1.24	1.24	1.24	0.00	
Overtime	0.04	0.00	0.00	0.00	0.00	
Total	6.83	6.99	6.99	6.99	0.00	

<sup>(</sup>a) A fund balance appropriation in 2004 and 2005 of \$12,000 is for the Universe system maintenance, a fund balance appropriation in 2005 and 2006 of \$27,500 is for the depreciation expense of the Columbia Ultimate Business Systems (CUBS) upgrade and a fund balance appropriation in 2005 of \$4,775 and in 2006 of \$9,550 is for the depreciation expense of office renovation capitalized costs for a total of \$44,275 in the 2005 budget and a total of \$37,050 in the 2006 budget.

## **Current & Proposed Capital Projects**

Proj#	Project Name	Expected Completio n Year	Total Project Costs	Estimated % Complete End of '05	Estimated Operating Impact	A = Annual T = One- Time
200327	Upgrade Columbia Ultimate Business Systems (CUBS)(a)	2006	\$320,000	10%	\$22,500	Α

<sup>(</sup>a) Coordinated project with Department of Administration – Information Technology.

<sup>(</sup>b) The 2004 net operating income differs from the amount shown in the Comprehensive Annual Financial Report by the fund balance amount shown.

<sup>(</sup>c) A fund balance appropriation (as a memo item) is used to repay the general fund for start-up funds and deferred indirect costs provided in prior years, which reduces the overall general County tax levy.

# **Departmental Strategic Objectives**

## **Manage Resources With Fiscal Prudence**

1. Continue fund balance appropriation to reduce overall general tax levy of \$95,000. Since 2000 Collections has paid \$440,000 to the general fund to repay startup funds of \$71,130 (1994-1996) and non-charged indirect costs (1994-1998) to reduce overall general tax levy. (4<sup>th</sup> Qtr. 2006)

# Major Departmental Strategic Achievements from 7/01/04 to 6/30/05

#### Manage Resources With Fiscal Prudence

1. Implemented a 3.8% decrease in user charges from 26% of amounts collected to 25%. This is the seventh decrease from the initial 40% rate and a cumulative decrease of 37.5% since 1997.

## **Innovate and Seek Continuous Quality Improvement**

- 1. Added 1 municipality to the intergovernmental cooperative collection services program to bring the total intergovernmental users to 18.
- 2. Worked cooperatively with Health and Human Services (HHS) and their software vendor to define/develop/establish ability to pay functionality in their new billing system, which is fully compliant with Wisconsin rules/statutes.
- 3. Worked cooperatively with HHS to define, develop, and establish a plan for converting of old account balances to their new developed billing software and/or referred accounts for collection.



#### **Program Highlights**

Personnel costs increase due to cost to continue existing staff. Operating expenses decrease due to a decrease of \$9,600 for one-time purchase of office furniture and equipment in 2005 not repeated in 2006, decrease of \$10,000 for lower cost of universe licensing than originally planned, partially offset by increased depreciation expense of \$4,800 for office renovation and software upgrade and increased contracted and skip tracing services of \$9,750 with the anticipated increase in older account referrals from HHS. Interdepartmental charges increase by \$12,800 due to the increased use of Corporation Counsel services of \$2,000, increased End Use Operations and Technology Fund (EUOTF) charges of \$6,470 and increased county indirect overhead charges of \$5,000.

Charges for Service revenues increase due to additional municipal collection contracts and increased collections. Interdepartmental revenue increase due to projected additional state shared collections of \$200,000. Other revenues decrease mostly due to reduced interest on judgments of \$16,500, which is net of \$39,100 (20% of 2004 actual collections) shared with the District Attorney. Collection fund balance appropriation of \$37,050 is for depreciation expense of the collections system upgrade at \$27,500 and office renovation of \$9,550.

In summary, over \$112,300 (15.5%) of the total costs incurred by this program is for Countywide and departmental indirect costs, depreciation expense (one year period charge for investment in capitalized fixed assets), legal support from Corporation Counsel offices, administrative support from Department of Administration and end user computer support total cost of personal computer ownership.

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# **Performance Measure Description**

The performance measures will be used to evaluate what the return on investment is for each dollar spent by the County. By maintaining a recovery percentage that is greater then the industry wide average, the County will be able to increase its returns.

2005

2005



Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Change				
As more difficult collection cases are referred, maintain desired County Efficiency Ratio. This is the ratio of dollars collected versus dollars expensed or return on investment for each dollar spent (includes depreciation).									
Ratio - All Collected Funds *	4.36	3.02	3.44	3.16	0.14				
Maintain a recovery % greater than collection agency industry average specific to governmental accounts:									
Waukesha Cty. Recovery %	34.29%	33.0%	34.5%	35.0%	2.0%				
Collection Agencies Rec. % **	11.27%	11.27%	11.27%	11.27%	0.00%				

<sup>\*</sup> Calculated as total dollars collected divided by expenditures; desired goal ratio greater than or equal to 2.5 to 1.

2004

<sup>\*\*</sup> Source: American Collectors' Association (Top Annual Collection Markets Survey).



Anthrites	2004	2005	2005	2006	Budget
Activity	Actual	Budget	Estimate	Budget	Change
\$ Coll. for Wauk. Cty. Customers	\$1,250,193	\$1,195,547	\$1,090,740	\$1,178,198	(\$17,349)
\$ Coll. & Shared with State	\$999,317	\$705,000	\$905,000	\$905,000	\$200,000
\$ Coll. for Municipal Customers	<u>\$255,314</u>	\$180,000	<u>\$228,570</u>	\$190,000	<b>\$10,000</b>
Total \$ Collected	\$2,504,823	\$2,080,547	\$2,224,310	\$2,273,198	\$192,651
Total \$ Retained by County	\$1,798,730	\$1,567,797	\$1,581,990	\$1,655,948	\$88,151
Accts Referred to Collection Div.	10,467	6,500	10,000	10,500	4,000
\$ Referred to Collection Division *	\$3,655,756	\$3,000,000	\$3,000,000	\$3,500,000	\$500,000

<sup>\* 63.95%</sup> of the 2004 County revenue referrals are for bail forfeitures and Health and Human Services private pay billings. Given the nature of the parties we are attempting to collect from, and the State's provision for clients' ability to pay, recovery in these areas is anticipated at less than 15% of the amount referred.

# Corporation Counsel Fund Purpose/ Objectives/Achievements

## **Fund Purpose**

The General Fund operations of the Corporation Counsel are to provide legal advice, counsel and support to all county departments and elected officials.

		2005			Change From	
	2004	Adopted	2005	2006	Adopted Bu	ıdget
Financial Summary	Actual	Budget	Estimate	Budget	\$	%
Personnel Costs	\$886,638	\$1,036,066	\$929,777	\$1,085,409	\$49,343	4.8%
Operating Expenses (a)	\$202,554	\$212,276	\$277,276	\$212,276	\$0	0.0%
Interdept. Charges	\$32,385	\$37,254	\$37,254	\$38,460	\$1,206	3.2%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,121,577	\$1,285,596	\$1,244,307	\$1,336,145	\$50,549	3.9%
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$438	\$700	\$2,100	\$700	\$0	0.0%
Interdepartmental	\$348,897	\$390,324	\$390,324	\$400,200	\$9,876	2.5%
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$0	\$0	\$0	\$15,000	\$15,000	N/A
Total Revenues	\$349,335	\$391,024	\$392,424	\$415,900	\$24,876	6.4%
Tax Levy	\$884,572	\$894,572	\$894,572	\$920,245	\$25,673	2.9%
Exp. (Over) Under Rev. &						
Levy	\$112,330	-	\$42,689	-	-	N/A
Position Summary (F	TE)					
Regular Positions	11.35	11.35	11.35	11.40	0.05	
Extra Help	0.62	0.62	0.87	0.86	0.24	
Overtime	0.00	0.02	0.00	0.02	0.00	
Total	11.97	11.99	12.22	12.28	0.29	

<sup>(</sup>a) The 2005 Estimate is expected to exceed the 2005 budget due to utilizing contracted services during personnel vacancies. A fund transfer from Personnel Costs will be requested as necessary to fund anticipated expenditures.

# Departmental Strategic Objectives Innovation and Continuous Quality Improvement

1. Prepare the Department's Strategic Plan based on guidance provided by the County's Strategic Planning process.

# Major Departmental Strategic Achievements from 7/01/04 to 6/30/05 Manage Resources With Fiscal Prudence

1. Formulated a plan for paper reduction, disposal and storage while ensuring that the department's Records Retention Schedules are current and compliant.

#### **Innovate and Seek Continuous Quality Improvement**

1. Submitted a proposal to the Technology Review Committee (TRC) regarding a system for sharing and archiving opinions, briefs and other valuable and useful legal documents. The TRC determined this to be a low priority.

# Administrative/Internal Services

# **Program Description**

The Administrative/Internal Services program is responsible for representing the County in civil litigation prosecution and defense. This program is also responsible for coordinating and providing efficient administrative/clerical support. This program also issues opinions concerning interpretation of the rights, duties, and powers of the municipal corporation, its departments and officials, and prepares and reviews contracts, ordinances and resolutions.

Tax Levy	\$267,964	\$279,803	\$279,803	\$292,069	\$12,266
Total Revenues	\$11,862	\$12,124	\$13,524	\$12,124	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$11,424	\$11,424	\$11,424	\$11,424	\$0
Charges for Services	\$438	\$700	\$2,100	\$700	\$0
Total Expenditures	\$288,744	\$291,927	\$289,533	\$304,193	\$12,266
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$14,484	\$11,517	\$11,517	\$14,255	\$2,738
Operating Expenses	\$18,477	\$13,169	\$13,169	\$13,169	\$0
Personnel Costs	\$255,783	\$267,241	\$264,847	\$276,769	\$9,528
Staffing (FTE)	2.50	2.50	2.50	2.50	0.00
	Actual	Budget	Estimate	Budget	Change
	2004	2005	2005	2006	Budget

Exp. (Over) Under Rev. & Levy (\$8,918) - \$3,794 -		
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# **Program Highlights**

Personnel Costs increase are based on the cost to continue for wages and benefits. Interdepartmental Charges increase due to the transfer of costs (from the General Legal Services program) for copier replacement and computer maintenance and replacement costs.

Interdepartmental Revenue reflects a cross charge of administrative / overhead charges between the General Fund and the Child Support Fund.



## **Activity - Workload Data**

Total Number of Cases Filed	2003	2004	2005	2005	2006	Budget
Total Number of Cases Filed	Actual	Actual	Budget	Estimate	Budget	Change
Bankruptcy Cases	365	367	340	340	340	0
Claims Received	62	56	50	50	60	10
Lawsuits Monitored	6	10	6	6	6	0
Contracts	311	285	350	350	350	0
Opinions Issued	466	482	800	800	800	0
Resolutions/Ordinances Reviewed	191	163	160	160	160	0

# General Legal Services

# **Program Description**

Through this program, the County represents the public in cases such as guardianships and protective placement proceedings, involuntary commitment proceedings, and juvenile court actions for child protection and adoptions.

	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	9.47	9.49	9.72	9.78	0.29
Personnel Costs	\$630,855	\$768,825	\$664,930	\$808,640	\$39,815
Operating Expenses	\$184,077	\$199,107	\$264,107	\$199,107	\$0
Interdept. Charges	\$17,901	\$25,737	\$25,737	\$24,205	(\$1,532)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$832,833	\$993,669	\$954,774	\$1,031,952	\$38,283
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$337,473	\$378,900	\$378,900	\$388,776	\$9,876
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$15,000	\$15,000
Total Revenues:	\$337,473	\$378,900	\$378,900	\$403,776	\$24,876
Tax Levy	\$616,608	\$614,769	\$614,769	\$628,176	\$13,407

		-			
Exp. (Over) Under Rev. & Levy	\$121,248	-	\$38,895	-	-



## **Program Highlights**

Personnel costs increase due to the cost to continue for wages and benefits and a reallocation of 0.05 FTE Principal Asst. Corporation Counsel position from the Child Support fund with a budget cost of \$6,600. A 0.24 FTE increase is due to the department incurring a lower cost for law interns (Temporary Extra Help), which allows for an increase in the number of hours of service for a similar cost.

Operating Expenses continue to include \$83,700 for arbitration and collective bargaining expenses, \$44,200 for contracted legal service on Child Placement cases, and \$25,000 for paralegal assistance & litigation related costs.

Interdepartmental Charges decrease is mainly due to the reallocation of copier replacement charges and computer support and computer equipment replacement costs to the Administrative Services program.

Revenues of \$388,800 reflect the interdepartmental billings for legal service provided to County departments, mainly to Human Services. The 2006 budget includes \$15,000 of General Fund balance to partially fund arbitration and collective bargaining costs, as it is expected that several union contracts will remain unsettled at the end of 2005 and will be addressed in 2006.



#### Activity - Workload Data

Total Number of Cases Filed	2003 Actual	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Adult and Juvenile Chapter 51 Cases	1,549	1707	1,625	1,625	1,625	0
Guardianships & Protective Placements: - Adults - Juveniles	167 36	161 42	145 35	145 35	145 35	0
Juvenile Court Petitions: - Children/Juveniles in Need of Protection/Services	593	543	600	600	600	0
- Termination of Parental Rights	10	14	10	14	14	4